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THE CONFERENCE BOARD



information bulletin

Personnel Practices I: Recruitment, Placement, Training, Communication

by Harriet Gorlin

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INTRODUCTION

In the early days of American industry employers were known to tell workers: "If you don't come in Sunday, don't come in Monday." They could dictate the length of the workday and the workweek, the atmosphere of the workplace, the manner of dress of their employees, and the cut of their hair. They could even exert considerable influence on the worker's behavior beyond the shop or office. (See box.)

But things have changed. If workers are dissatisfied with the terms and conditions of their work, they complain; they submit suggestions; they organize; they bargain; they call meetings. They now function in a more participative climate; the quality of work life is certainly less oppressive than it was at the turn of the century, or even more recently. There is a sense of entitlement in the American worker's attitude today.

A company's personnel policies and practices, written down or not, bargained for or not, are the foundation upon which employee relations rest and provide the point of departure for future changes—improvements, in most cases. Corporate managers, confronted with ever more competitive labor markets, require a more accurate picture of current personnel practices in their own industry, as well as in others. Whatever the policy decision—to match, exceed or deliberately deviate from the practices of competitors—knowledge of prevailing practice is the jumping-off point for today's recruiters and policymakers.

Comprehensive data on the myriad activities that comprise "personnel practices" are extremely scattered or nonexistent. The Conference Board has undertaken massive inquiries into the personnel practices in American workplaces six times before. The last time was in the mid-1960's.¹ As each suc-

¹National Industrial Conference Board, *Personnel Practices in Factory and Office: Manufacturing*, 1964, Studies in Personnel Policies No. 194 and *Office Personnel Practices: Nonmanufacturing*, 1965, Studies in Personnel Policies No. 197.

Look back to 1872

Rules of work not easy

An office manager, cleaning out a file in preparation for his firm's move to a new location, came across these office rules for 1872. He wanted to read them to his office force, but the members were all out on one of the day's several coffee breaks.

1. Office employees each day will fill lamps, clean chimneys and trim wicks. Wash windows once a week.
2. Each clerk will bring in a bucket of water and a scuttle of coal for the day's business.
3. Make your pens carefully. You may whittle nibs to your individual taste.
4. Men employees will be given an evening off each week for courting purposes, or two evenings a week if they go regularly to church.
5. After 13 hours of labor in the office, the employee should spend the remaining time reading the Bible and other good books.
6. Every employee should lay aside from each payday a goodly sum of his earnings for his benefit during his declining years so that he will not become a burden on society.
7. Any employee who smokes Spanish cigars, uses liquor in any form, or frequents pool and public halls, or gets shaved in a barber shop, will give good reasons to [suspect] his worth, intentions, integrity and honesty.
8. The employee who has performed his labor faithfully and without fault for five years, will be given an increase of five cents per day in his pay, providing profits from business permit it.

—from *Philnews*, Phillips Petroleum Co., September, 1978.

cessive survey was designed, the new questions posed by the Board's Associates, the changing scene of the workplace itself, and the refinement and increased capability in research techniques have placed new parameters on the scope of each study.

This report is concerned with recruitment, evaluation, record keeping, communications and training. The totally new element here is the concern for the privacy of personnel records and employee access to personal files. The Board's 1977 report on privacy indicated that some companies were then just attempting to define employee privacy, and only a very few were considering the matter at all.¹ Today, almost 45 percent of the responding companies have written policies regarding the privacy of personnel records, and over 85 percent provide employee access to records containing personal information about themselves. In addition, well over half of the respondents now require the employee's permission before disclosing personal information other than work location, term of employment, and last position held.

Highlights of other features of current personnel policies and practices are summarized below.

Recruitment and Hiring Policies

- Most of the surveyed companies hire the largest number of nonexempt production and clerical employees through unsolicited applications at the company employment office. Exempt salaried positions are filled mainly by advertising in general newspapers.

- Almost all the participants check applicants' work references, and about two out of three firms will check the education records of exempt professional and technical prospects. Other types of references are accepted for the most part without checking by the majority of respondents.

- Between 10 and 30 percent of companies in the survey will not hire any relatives of employees. Half of those that do hire relatives will not assign them to the same departments, especially in the case of spouses.

- From half to three-quarters of respondents sometimes rehire some of their retired employees on a part-time basis.

- Job posting is used to fill production jobs in three out of four companies; office and clerical openings in three out of five; and professional and lower level managerial positions in less than half the survey group.

¹Harriet Gorlin, *Privacy in the Workplace*, The Conference Board, 1977, Information Bulletin No. 27.

Evaluation

- Almost 95 percent of participants have a regular program of performance appraisals for exempt and nonexempt white collar workers mostly for the purpose of reviewing wages or salaries, but also to discern promotion possibilities. Appraisals of blue-collar workers are made in 75 percent of the companies, mainly to assess performance during probationary periods.

- The testing of particular skills and mechanical or clerical aptitudes is the practice in one-third to one-half of the participating firms. On the average, very little other testing is indicated.

Employee Communications

- Bulletin boards are the most widely used means of employee communication and are found in over 95 percent of the workplaces.

- Benefits plan handbooks or booklets, provided by 90 percent of the respondents, are the second most prevalent means of employee communication.

- Three out of four employers provide a general employee handbook. Over half the companies last revised this book in 1979.

- In almost four out of five workplaces an employee publication is put out by either the Personnel or Public Relations Department. About 45 percent of these are monthly; 30 percent are quarterly.

- About two-thirds of the respondents make a company financial report available to employees. Half of these are quarterly and half are annual.

- Suggestion award programs are found in one-third of the surveyed companies.

Training and Education

- About 85 percent of respondents maintain on-site training or education programs. At the nonexempt level—production, operations and clerical—training is provided largely for newly hired employees. At the exempt salaried level, training is provided to improve performance of regular employees in current duties.

- Tuition aid plans are provided to full-time white collar workers, exempt and nonexempt, by 90 percent of the respondents and to full-time nonexempt blue collar workers by almost 80 percent of the survey group. While three-quarters of these firms insist that studies eligible for tuition aid be related to the employee's work, about one-fifth do not have this requirement.

- The average participation rate in tuition aid plans by eligible employees stands at 5 percent for white collar and 3 percent for blue collar groups.

ABOUT THE SURVEY SAMPLE

In the last quarter of 1979, a list of over 6,000 companies in five major industries—manufacturing, gas and electric utilities, retail trade, banking and insurance—was divided at random to provide four sample groups, each composed of the same industrial mix. Similarly, an extremely lengthy list of questions was divided into four questionnaires. A different questionnaire was sent to each group. The responses, which ranged from 500 to 600 per questionnaire, are the basis for this report.¹ One of the criteria for the selection of the original 6,000 companies was employment size. Two hundred employees was the minimum number for companies in manufacturing and retail trade, 100 for the utilities, and 50 for banking and insurance firms. Companies were grouped in small, medium and large categories as follows:

Industry	Company Size by Number of Employees		
	Small	Medium	Large
Manufacturing . . .	200-999	1,000-4,999	5,000 and over
Gas and electric utilities	under 2,500		2,500 and over
Retail trade	under 2,500		2,500 and over
Banking	under 500		500 and over
Insurance	under 1,000		1,000 and over

¹The response rate for the retail trade group was considered too low for presentation in this report. Figures, such as they are, will be made available upon request.

Information about the prevalence of personnel practices, employee services and work rules was elicited for three employee classes:

- (1) Nonexempt non-office personnel, consisting of production, maintenance, warehousing and materials-handling workers in manufacturing; power plant, transmission and maintenance people in gas and electric utilities; and store personnel only—such as sales clerks, order clerks, stock clerks, check-out and wrapping clerks, and cashiers—in retail trade. This category was not applicable to banking and insurance companies.
- (2) Nonexempt office personnel in clerical and technical jobs.
- (3) Lower level exempt personnel in professional and technical positions, including first-line supervisors, floor managers, sales managers, and project managers.

Respondents were instructed to report practices at the locations affecting the largest number of each employee class, if they were multilocation employers.

The following tables indicate the general composition of the two survey respondent groups involved in this part of the report.

Group 1: Respondents to Questions about Recruiting, Job Counseling, Evaluation, Record Systems and Employee Privacy.

Industry	Number of Respondents by Employment Size							
	Total Respondents		Small		Medium		Large	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Manufacturing	306	100 ^a	96	31	105	34	105	34
Gas and electric utilities	40	100	23	58			17	42
Retail trade	32	100	14	44			18	56
Banking	127	100	59	47			68	53
Insurance	52	100	26	50			26	50

Number and Type of 306 Responding Manufacturers by Employment Size

SIC ¹	Industry	Total Respondents		Small	Medium	Large
		Number	Percent	Number	Number	Number
20	Food and kindred products	36	12	13	12	11
21	Tobacco	1	*	0	1	0
22	Textile mill products	8	3	3	3	2
23	Apparel	9	3	2	6	1
24	Lumber and wood products	1	*	1	0	0
25	Furniture and fixtures	3	1	0	1	2
26	Paper and allied products	10	3	0	4	6
27	Printing, publishing and allied products	14	5	2	9	3
28	Chemicals and allied products	28	9	6	6	16
29	Petroleum refining	9	3	1	1	7
30	Rubber products	11	4	7	2	2
31	Leather and leather products	1	*	1	0	0
32	Stone, clay and glass products	12	4	2	4	6
33	Primary metal industries	14	5	3	6	5
34	Fabricated metals	44	14	23	16	5
35	Machinery (not electrical)	21	7	10	9	2
36	Electrical machinery, equipment and supplies	38	12	8	11	19
37	Transportation equipment	12	4	0	5	7
38	Professional and scientific instruments	4	1	2	1	1
39	Miscellaneous manufacturing	30	10	12	8	10

Median number of employees in Manufacturing: 2,200 (range: 200 — 550,000)

^a Does not add to 100% because of rounding

¹Standard Industrial Classification

*Less than one percent

Group 2: Respondents to Questions about Communications, Training and Education.

Number of Respondents by Employment Size

Industry	Total Respondents		Small		Medium		Large	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Manufacturing	294	100	100	34	102	35	92	31
Gas and electric utilities	41	100	18	44			23	56
Retail trade	28	100	14	50			14	50
Banking	134	100	61	46			73	54
Insurance	54	100	32	59			22	41

Number and Type of 294 Responding Manufacturers by Employment Size

SIC ¹	Industry	Total Respondents		Small	Medium	Large
		Number	Percent	Number	Number	Number
20	Food and kindred products	27	9	10	9	8
21	Tobacco	3	1	0	2	1
22	Textile mill products	5	2	2	2	1
23	Apparel	5	2	2	3	0
24	Lumber and wood products	6	2	2	3	1
25	Furniture and fixtures	3	1	1	2	0
26	Paper and allied products	15	5	8	3	4
27	Printing, publishing and allied products	14	5	5	6	3
28	Chemicals and allied products	37	13	13	8	16
29	Petroleum refining	12	4	3	2	7
30	Rubber products	7	2	1	4	2
31	Leather and leather products	0	0	0	0	0
32	Stone, clay and glass products	14	5	7	3	4
33	Primary metal industries	17	6	8	3	6
34	Fabricated metals	33	11	13	16	4
35	Machinery (not electrical)	19	6	5	10	4
36	Electrical machinery, equipment and supplies	40	14	11	13	16
37	Transportation equipment	7	2	1	1	5
38	Professional and scientific instruments	2	*	0	0	2
39	Miscellaneous manufacturing	28	10	8	12	8

Median number of employees in Manufacturing: 1,700 (range: 204 — 833,000)

¹Standard Industrial Classification

*Less than one percent

I. Recruiting, Job Counseling and Evaluation

Table 1: Recruiting

Practice	Number of Respondents by Industry and Employee Group																							
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking			Insurance		
	Nonexempt			Lower level			Nonexempt			Lower level			Nonexempt			Lower level			Nonexempt			Nonexempt		
	Production or Operations	Office and Clerical	Lower level Exempt	Production or Operations	Office and Clerical	Lower level Exempt	Production or Operations	Office and Clerical	Lower level Exempt	Production or Operations	Office and Clerical	Lower level Exempt	Production or Operations	Office and Clerical	Lower level Exempt	Production or Operations	Office and Clerical	Lower level Exempt	Production or Operations	Office and Clerical	Lower level Exempt	Production or Operations	Office and Clerical	Lower level Exempt
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100
Source																								
Unsolicited applications at company employment office	92		93		84		92		89		80		98		100		85		97		88		98	
Unsolicited letters or resumes received by mail	60		80		85		57		77		85		76		81		85		84		85		83	
State employment agencies	86		85		64		86		82		67		83		85		63		88		61		89	
Private employment agencies	17		59		77		16		57		79		20		34		66		66		73		74	
Union employment services	10		*		*		11		*		*		—		—		—		*		—		—	
Community groups ¹	31		33		19		30		29		14		37		44		22		37		24		41	
Advertising in general newspapers	70		82		87		73		83		90		49		61		80		81		78		93	
Advertising in trade publications	8		12		50		8		9		52		10		7		56		16		39		20	
Radio or TV advertising	7		6		8		8		5		6		5		7		7		6		5		11	
High schools	42		62		18		41		52		12		51		61		20		75		20		85	
Private vocational or trade schools	56		57		29		55		54		26		56		44		20		59		35		74	
Colleges	11		26		72		11		20		72		15		29		76		37		72		33	
Job or career fairs	24		35		40		21		25		37		39		44		59		48		37		46	
Employee referral																								
With no reward provided	72		73		63		72		77		64		71		73		66		69		62		59	
With reward provided	9		15		15		10		7		11		5		7		7		25		20		41	

*Less than one percent

¹Such as churches, social clubs, and self-help groups

Table 2: Recruiting Sources Resulting in the Largest Number of New Employees

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt		Lower level		Nonexempt		Lower level	
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Source	Rank ¹	% ²	Rank ¹	% ²	Rank ¹	% ²	Rank ¹	% ²	Rank ¹	% ²	Rank ¹	% ²	Rank ¹	% ²	Rank ¹	% ²	Rank ¹	% ²	Rank ¹	% ²	Rank ¹	% ²	Rank ¹	% ²	Rank ¹	% ²
Unsolicited applications at company employment office	1	61	1	52	3	19	1	59	2	39	5	10	1	76	1	76	1	39	1	75	1	36	2	42	3	13
Unsolicited letters or resumes received by mail	5	5	6	8	4	16	5	4	6	9	4	17	3	17	4	15	3	20	6	7	5	17	6	2	5	6
State employment agencies	3	24	5	14	6	4	3	26	5	15	7	4	4	15	5	12	6	5	5	13	7	5	4	6	—	—
Private employment agencies	6	3	3	24	2	34	6	3	3	25	2	37	5	5	6	10	4	10	3	24	2	31	3	30	2	46
Union employment services	8	1	—	—	11	—	7	2	—	—	11	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Community groups	10	—	10	—	11	—	10	—	—	—	—	—	6	2	7	2	—	—	—	—	9	—	6	2	—	—
Advertising in general newspapers	2	30	2	43	1	43	2	32	1	47	1	49	3	17	2	24	1	39	2	33	3	27	1	56	1	50
Advertising in trade publications	11	—	10	—	7	2	10	—	10	—	8	3	—	—	—	—	7	2	—	—	8	1	—	—	—	—
Radio or TV advertising	9	—	—	—	—	—	8	1	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
High schools	8	1	7	2	10	—	7	2	7	2	11	—	—	—	7	2	—	—	7	2	9	—	5	4	—	—
Private vocational or trade schools	7	2	8	1	9	—	7	2	8	2	10	—	6	2	—	—	—	—	8	—	9	—	—	—	6	2
Colleges	—	—	9	—	3	19	—	—	9	1	3	19	—	—	—	—	2	32	—	—	4	20	—	—	5	6
Job or career fairs	10	—	9	—	8	2	9	—	11	—	9	1	—	—	—	7	2	—	—	9	—	5	4	5	6	—
Employee referrals	4	22	4	21	5	12	4	22	4	18	6	10	2	24	3	22	5	7	4	22	6	16	3	30	4	7

* Less than one percent

¹ Some sources are equal in rank.

² Percent of total respondents mentioning this source

Table 3: Private Employment Agency Fees

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt		Lower level		Nonexempt		Lower level	
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents using private employment agencies	56	17	310	59	405	77	48	16	168	57	232	79	8	20	14	34	27	66	88	66	98	73	40	74	48	89
For respondents using private employment agencies:	56	100	310	100	405	100	48	100	168	100	232	100	8	100	14	100	27	100	88	100	98	100	40	100	48	100
By whom fee is paid:																										
Entirely by employee		26		23		8		19		12		5		**		45		15		37		13		26		4
Entirely by company		67		60		79		73		74		86		**		45		73		37		68		55		77
Shared by employee and company		—		3		*		—		5		*		—		—		—		1		—		—		—
By company, in some instances ¹		7		15		12		8		9		8		—		9		12		24		19		18		19

*Less than one percent

**Insufficient response

¹Depending on circumstances—for example, regional differences, grade level of employee, difficulty in filling jobs or finding skilled recruits

Table 4: Travel Expenses for Preemployment Interview

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt		Nonexempt		Nonexempt		Nonexempt	
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Company payment of travel expenses for out-of-town applicants		8		12		72		8		14		80		10		12		81		10		53		9		65

Table 5: Centralized Employment Screening

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt		Lower level		Nonexempt		Lower level	
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents with centralized screening procedures	222	66	407	78	420	80	194	66	205	70	216	74	28	68	32	78	34	83	122	91	120	90	48	89	50	93
For respondents with such procedures:	222	100	407	100	420	100	194	100	205	100	216	100	28	100	32	100	34	100	122	100	120	100	48	100	50	100
Interviews after central screening conducted by																										
Immediate supervisor		82		82		71		83		85		76		79		75		68		75		61		94		76
Individual department head		23		41		63		23		41		63		21		25		41		44		68		40		64
Personnel department interviewer		8		5		5		8		3		5		11		9		9		6		5		4		4
Other		2		*		5		2		*		6		—		—		—		2		6		—		2

* Less than one percent

Table 6: Final Job Offer

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Person authorized to make final job offer																										
Personnel manager	49		44		41		53		39		35		26		36		41		57		53		42		42	
Immediate supervisor	26		25		15		26		28		18		24		26		13		17		9		26		12	
Individual department head	17		21		31		13		23		33		42		31		36		18		26		13		29	
Personnel manager and immediate supervisor	2		3		2		2		2		3		—		—		—		4		2		2		—	
Personnel manager and department head	1		2		3		1		2		2		3		—		3		2		3		4		4	
Immediate supervisor and department head	*		2		2		1		2		2		—		3		3		*		—		6		8	
Personnel manager, immediate supervisor, and department head	1		1		2		1		1		2		—		—		—		*		*		6		4	
Division or plant manager	2		1		2		1		1		2		5		5		5		*		2		—		—	
Other	*		*		3		1		*		3		—		—		—		2		5		2		2	

*Less than one percent

Table 7: General Reference Checks

Practice	Number of Respondents by Industry and Employee Group																											
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance					
	Nonexempt			Lower level			Nonexempt			Lower level			Nonexempt			Lower level			Nonexempt		Lower level		Nonexempt		Lower level			
	Production or Operations	Office and Clerical					Production	Office and Clerical					Operations	Office and Clerical						Office and Clerical			Office and Clerical					
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100		
Respondents checking any references	305	91	496	95	501	96	270	92	292	96	286	97	35	85	38	93	39	95	131	98	129	96	45	83	47	87		
For respondents checking any references:	305	100	496	100	501	100	270	100	282	100	286	100	35	100	38	100	39	100	131	100	129	100	45	100	47	100		
Type of reference checked																												
Work references		97		98		97		96		98		96		100		100		97		98		97		100		100		
Education record		29		41		59		25		36		56		63		66		82		42		60		51		60		
Personal references		27		35		40		24		32		38		49		45		49		41		44		27		34		
Medical history		28		19		21		26		20		22		43		37		36		11		11		24		28		
Military service record		11		11		12		8		6		8		34		32		28		11		12		18		19		
Police arrest or conviction record		16		23		24		14		12		13		26		26		23		47		50		20		23		
Credit record		8		22		24		6		6		9		23		24		26		58		58		16		19		

Table 8: Work Reference Checks

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents checking work references	295	88	487	93	484	92	260	88	275	94	274	93	35	85	38	93	38	93	129	96	125	93	45	83	47	87
For respondents checking work references:	295	100	487	100	484	100	260	100	275	100	274	100	35	100	38	100	38	100	129	100	125	100	45	100	47	100
How checking is done																										
in writing by the company		50		54		54		48		45		49		69		61		55		72		70		47		45
Median percent checked in writing		40%		50%		40%		30%		25%		25%		75%		75%		70%		55%		75%		15%		20%
On the phone by the company		80		82		81		82		84		84		66		68		63		84		80		80		79
Median percent checked by phone		75%		80%		80%		75%		80%		90%		50%		50%		80%		75%		80%		60%		70%
By an outside investigative agency		3		8		13		2		4		9		11		11		8		9		14		22		40
Median percent checked by agency		50%		75%		25%		10%		20%		20%		50%		50%		75%		a		a		5%		20%

*Majority reported 100 percent.

Table 9: Retention of Employment Applications

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Length of time application is active ¹																										
Median length of time	6 mos.		6 mos.		8 mos.		6 mos.		12 mos.		6 mos.		6 mos.		6 mos.		6 mos.		6 mos.		6 mos.		12 mos.		12 mos.	
Most frequently cited length of time	12 mos.		12 mos.		12 mos.		12 mos.		12 mos.		12 mos.		12 mos.		12 mos.		12 mos.		12 mos.		12 mos.		12 mos.		12 mos.	
Length of time application is retained, if applicant is not hired ²																										
Median length of time	2 yrs.		2 yrs.		2 yrs.		2 yrs.		2 yrs.		2 yrs.		2 yrs.		2 yrs.		2 yrs.		2 yrs.		2 yrs.		2 yrs.		2 yrs.	
Most frequently cited length of time	1 yr.		1 yr.		1 yr.		1 yr.		1 yr.		1 yr.		1 yr.		1 yr.		1 yr.		1 yr.		1 yr.		2 yrs.		2 yrs.	

¹Reported range is 1 to 36 months during which eligible candidates are considered for openings.

²Reported range is 0 to 10 years with 1 to 3% of respondents reporting retention for an indefinite period.

Table 10: Minimum Hiring Age

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Minimum hiring age (in years)																										
Required by the company																										
Range of required minimum ages	12-25		12-25		12-24		12-25		12-25		12-22		16-18		16-18		16-21		14-18		14-24		14-18		14-21	
Median age	18		18		18		18		18		18		18 ^a		18 ^b		18 ^c		17		18		16		17	
Most frequently cited age	18		18		18		18		18		18		18		18		18		16		18		16		16	
Required by state law																										
Range of required minimum age	12-18		12-18		12-21		12-18		12-18		12-18		16-18		16-18		16-21		14-18		14-18		14-18		14-18	
Median age	18 ^d		16		16		18 ^d		17		18 ^e		18 ^f		16 ^g		17		16		16		16		16	
Most frequently cited age	18		16		16		18		h		18		18		16		16		16		16		16		16	

^a Reported by 74% of respondents.

^b Reported by 61% of respondents.

^c Reported by 70% of respondents.

^d Reported by 58% of respondents.

^e Reported by 54% of respondents.

^f Reported by 55% of respondents.

^g Reported by 52% of respondents.

^h Most frequently cited ages were 18 years by 45% of respondents and 16 years by 46% of respondents.

Table 11: Employment of Relatives

Practice	Number of Respondents by Industry and Employee Group																										
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance				
	Nonexempt						Nonexempt						Nonexempt						Nonexempt		Lower level		Nonexempt		Lower level		
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100	
Policies regarding the hiring of relatives																											
Company will not hire the spouse of employee		16		29		29		15		17		19		29		29		29		56		53		28		28	
If hired, spouse may not be assigned to same department as employee		52		66		66		50		57		58		68		71		71		80		77		76		76	
Restrictions against hiring or assigning spouses apply as well to two employees who marry		34		51		50		33		40		40		46		46		46		73		72		57		57	
Company will not hire other relatives of employee		10		17		18		9		11		13		20		22		22		32		31		13		15	
If hired, other relatives may not be assigned to same department as employee		37		56		56		35		43		45		49		54		54		79		78		67		69	
Company will hire employee's children or other relatives for summer or vacation fill-in work in spite of general restrictions against hiring relatives		48		47		43		49		52		49		37		37		37		33		30		61		52	

Table 12: Rehiring of Retired Employees

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents rehiring any retired employees	156	47	305	58	348	67	141	48	154	52	202	69	15	37	19	46	25	61	100	75	91	68	32	59	30	56
For respondents rehiring any retired employees:	156	100	305	100	348	100	141	100	154	100	202	100	15	100	19	100	25	100	100	100	91	100	32	100	30	100
Rehiring basis																										
Full-time		24		23		19		25		23		18		13		11		8		25		23		22		20
Part-time		64		77		57		70		73		53		40		53		44		87		70		78		60
On consulting basis		28		28		67		28		28		75		33		32		80		26		44		28		73
Temporary or vacation fill-ins		41		46		34		41		49		28		40		42		12		67		53		50		37

Table 13: Orientation Programs for New Employees

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents with programs	247	74	417	80	413	79	215	73	218	74	216	74	32	78	33	81	37	90	118	88	114	85	48	89	46	85
For respondents with programs:	247	100	417	100	413	100	215	100	218	100	216	100	32	100	33	100	37	100	118	100	114	100	48	100	46	100
When conducted																										
Before new employee begins to work		32		25		24		35		28		27		10		9		9		27		27		17		18
After new employee begins to work		68		75		76		65		72		73		90		91		91		73		73		83		82
Who conducts program																										
Immediate supervisor		68		61		61		69		67		67		63		61		54		59		58		44		46
Other managers, including top management		11		14		20		10		12		21		19		18		22		19		21		10		13
Fellow employees		14		12		9		15		16		11		9		9		8		10		8		6		7
Personnel or training department		91		94		93		91		92		89		91		94		92		98		98		98		96
Safety personnel		27		9		9		27		14		14		25		24		22		—		—		2		2
Union representative		7		*		*		8		2		*		—		—		3		—		—		—		—
Orientation subjects																										
Company organization		68		81		84		65		75		80		91		91		92		89		89		79		80
Company history		63		79		80		67		74		76		81		79		78		89		89		79		80
Product information		68		69		71		70		76		78		59		64		65		64		64		56		61
Work rules		90		87		85		92		85		82		78		79		81		90		90		88		87
Safety rules		89		63		63		90		70		70		84		76		76		47		47		56		59
Pay practices		89		91		89		90		90		88		81		82		81		93		93		92		91
Personnel policies		89		92		92		89		90		89		91		91		92		97		97		90		89
Plant or office layout		54		55		55		55		57		58		50		52		51		50		50		58		57
Employee benefits		8		10		10		7		7		7		16		15		14		11		11		17		17

*Less than one percent

Table 14: Probationary Period after Hiring

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents with probationary period after hiring	300	90	396	76	346	67	262	89	200	68	171	58	38	93	38	93	32	78	121	90	114	85	37	69	31	57
Median length of period	3 mos.		3 mos.		3 mos.		3 mos.		3 mos.		3 mos.		6 mos.		6 mos.		6 mos.		3 mos.		3 mos.		3 mos.		3 mos.	
Range of months reported	1-24		1-12		1-36		1-24		1-12		1-36		2-12		3-12		3-12		2-6		2-12		1-6		1-6	

Table 15: Job Posting

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents with programs	252	75	318	61	240	46	218	74	145	49	100	34	34	83	34	83	24	59	97	72	77	58	42	78	39	72
For respondents with programs:	252	100	318	100	240	100	218	100	145	100	100	100	34	100	34	100	24	100	94	100	77	100	42	100	39	100
Level of job opening posted for each employee group to see																										
Nonexempt		94		97		82		93		98		84		97		94		79		96		82		98		77
Lower level exempt		33		61		85		29		56		88		56		53		79		65		82		76		87
Middle management		15		30		43		15		29		51		15		15		25		32		36		41		46
Top management		4		7		10		5		7		12		—		—		—		8		10		10		13
Circumstances warranting posting																										
Only if no one in the work unit is qualified		11		22		19		9		14		14		26		30		18		26		23		29		29
Only if line manager requests it		—		3		4		—		2		7		—		—		—		5		3		2		3
Whenever any opening occurs		81		74		75		83		83		78		68		67		77		65		72		68		69
Other		8		2		2		8 ^a		1		1		6		2		5		2		3		—		—

Table 15: Job Posting (continued)

Limitation of location of job openings posted													
Same department or functional unit	8	1	*	8	*	1	6	6	—	1	1	—	—
Same facility	41	23	16	47	39	26	6	3	—	4	3	28	26
Same division	12	7	4	12	11	8	9	9	—	2	1	—	—
Same city or town	7	10	7	7	13	10	3	6	—	6	6	10	9
Same geographic region	5	6	7	5	8	10	3	3	—	5	6	5	6
Companywide (no limitation)	27	52	65	20	28	45	73	73	100	80	63	58	60
Information included in the posting													
Job title and description	96	97	91	95	97	90	97	97	92	97	92	98	90
Job location	73	83	78	70	79	77	97	97	92	91	84	71	59
Minimum qualifications	72	88	82	71	86	81	82	91	88	89	82	91	82
Other desirable qualifications	48	70	67	45	66	64	68	77	83	68	62	81	74
Job grade and wage or salary range	67	66	60	67	63	53	71	74	50	73	69	71	67
Reporting relationship	25	38	40	26	43	48	21	24	25	34	34	41	39
Wage or salary being offered	23	10	9	23	14	12	18	12	4	5	5	10	10
Moving expense allowance, if applicable	2	4	5	1	4	6	3	6	8	3	3	—	3
Medium used													
Bulletin board	94	93	85	95	94	82	88	85	83	91	84	100	92
Special memo	6	10	12	3	6	10	24	24	25	14	14	5	5
Employee publication	2	8	8	2	3	2	3	3	8	10	8	24	23
Special job-posting newsletter	2	6	8	3	4	7	—	—	—	13	14	2	3
Length of time posted job must remain open													
One week or less	73	68	64	76	73	66	49	64	73	70	69	50	43
Two weeks	14	11	11	9	9	14	42	27	14	5	4	14	14
Three weeks or more	1	1	*	1	2	—	—	—	—	—	—	—	3
No set limit	12	21	25	13	16	20	9	9	14	25	27	36	41

* Less than one percent

* Includes 2 percent of companies with programs that are required by union contract to post these jobs

Table 16: Requests for Transfer

Practice ¹	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents with programs	282	84	475	91	458	88	246	84	256	87	246	84	36	88	37	90	36	93	130	97	123	92	52	96	51	94
For respondents with programs:	282	100	475	100	458	100	246	100	256	100	246	100	36	100	37	100	36	100	130	100	123	100	52	100	51	100
Type of transfer permitted through request procedure																										
Within same department or unit		69		68		66		68		68		65		75		73		74		65		63		75		71
Within same division, plant or branch		76		71		70		77		78		76		69		65		68		65		64		56		57
Companywide		53		71		81		48		54		73		86		92		95		91		91		90		88
By whom requests must be approved																										
Department head of job to be filled		82		91		89		81		87		86		89		95		95		95		93		96		94
Personnel manager		62		69		67		64		68		66		47		54		55		78		78		65		63
Division manager		15		22		28		15		20		29		17		19		26		25		27		23		24
Plant or general manager		22		12		17		24		20		29		6		3		11		2		2		—		2
Member of top management		7		10		18		6		12		22		11		14		29		6		10		6		8
Special transfer approval committee		—		—		—		—		—		—		—		—		3		2		—		—		—
Manager losing employee		4		5		4		4		4		4		3		3		3		8		6		4		2
Approval unnecessary under terms of labor contract ²		5		1		—		5		2		—		3		—		—		—		—		—		—
Relocation assistance is provided if transfer involves household move		15		20		50		16		21		58		8		16		26		14		40		31		49
Provision of an appeals procedure if request is denied	147	52	200	42	188	41	130	53	104	41	98	40	17	47	16	43	15	40	61	47	56	46	19	37	19	37
For respondents with appeals procedure, grievance is handled by:	147	100	200	100	188	100	130	100	104	100	98	100	17	100	16	100	15	100	61	100	56	100	19	100	19	100
Personnel department		43		73		72		47		73		74		12		19		13		87		84		68		68
Regular complaint system mechanism		42		17		18		40		18		18		59		50		47		5		7		21		21
Not specified		15		10		10		13		9		7		29		31		40		8		9		11		11
Provision of a probationary period after transfer to new job	167	59	227	48	261	44	153	62	120	47	104	42	14	39	15	41	12	32	71	55	65	53	21	40	20	39
For respondents with probationary period:	167	100	227	100	261	100	153	100	120	100	104	100	14	100	15	100	12	100	71	100	65	100	21	100	20	100
Employee may return (on request) to old job during probationary period		69		50		49		67		53		52		93		73		67		45		45		33		35
Employee may return to old job at end of probation if probation is failed		59		47		44		59		48		45		64		53		42		46		45		33		35
Employee may return to old job at end of probation if probation is passed		34		33		32		32		31		31		50		40		33		38		37		19		20

¹Less than one percent²To the same or lower level job only³Approval is automatic if transfer is in accord with the typical labor agreement transfer arrangement in which the seniority of the bidder is the determining factor.

Table 17: Job Counseling and Career Planning Assistance

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	Fis.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents with programs	151	45	339	65	347	66	131	45	175	60	184	63	20	49	23	56	23	56	105	78	103	77	36	67	37	69
For respondents with programs:	151	100	339	100	347	100	131	100	175	100	184	100	20	100	23	100	23	100	105	100	103	100	36	100	37	100
Type of information made available																										
Job descriptions		77		86		84		77		80		80		75		83		78		94		91		92		89
Minimum qualifications required		85		87		85		84		83		80		90		91		87		91		89		94		92
Other desirable qualifications		70		75		74		70		77		78		65		70		70		74		73		72		70
Wage or salary grade		75		71		67		74		63		59		80		78		74		81		79		72		68
Number of openings likely to occur in a specified period		30		28		27		28		25		25		40		35		35		29		26		36		32
Current or shortly expected openings		49		53		51		47		46		46		65		52		48		59		57		64		60
Common career paths		51		60		64		50		62		68		60		61		61		59		57		53		62
Common advancement strategies		36		44		47		37		46		52		35		30		35		48		45		33		35
How information is usually provided																										
Individually, by supervisors		72		79		78		72		78		79		70		70		70		84		82		72		73
Individually, by personnel staff members		69		80		78		70		81		77		60		65		70		83		84		78		73
Through printed materials		32		30		27		29		24		19		50		44		39		36		36		36		35
In group meetings by work units		7		5		5		7		5		6		5		4		4		5		3		8		8
In group career-planning workshops		4		7		8		3		6		8		10		9		9		6		5		14		14

Table 18: Skills Inventory

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt		Lower level		Nonexempt		Lower level	
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents maintaining skills inventories	64	19	173	33	191	37	51	17	71	24	93	32	13	32	14	34	13	32	63	47	61	46	25	46	24	44
For respondents maintaining skills inventories:	64	100	173	100	191	100	51	100	71	100	93	100	13	100	14	100	13	100	63	100	61	100	25	100	24	100
Data included																										
Education and training		45		61		63		41		51		58		62		64		69		65		64		76		79
Work history		44		57		60		39		49		56		62		64		69		59		57		68		75
Specific work skills		42		54		57		39		42		50		54		57		69		59		57		76		79
Language proficiency		23		30		34		20		31		38		39		36		39		32		33		20		21
Avocations and hobbies		20		23		24		18		23		25		31		29		23		24		25		16		17
Test results		20		28		25		20		27		20		23		21		23		25		25		40		42
Other ¹		8		6		8		8		13		15		8		7		8		2		2		—		—
When inventory information is gathered or amended																										
At hiring		42		50		50		37		42		43		62		94		69		49		49		68		71
At job change or promotion		25		30		32		18		21		27		54		57		62		32		31		36		38
Annually		14		22		26		12		15		24		23		21		31		32		31		16		17
At request of employee		30		35		36		24		25		31		54		57		54		35		34		48		50
Other		13		10		9		10		7		5		31		29		31		5		5		24		25
Skills inventory used as a search tool in filling job openings		31		47		55		29		42		53		39		36		54		52		57		52		54

¹Includes career aspirations and preferences for work assignments and locations

Table 19: Performance Appraisals of Individual Employees

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt		Lower level		Nonexempt		Lower level	
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents with programs	250	75	491	94	484	93	214	73	271	92	272	93	36	88	37	90	36	88	131	96	125	93	52	96	51	94

Table 19: Performance Appraisals of Individual Employees (continued)

For respondents with programs:	250	100	491	100	484	100	214	100	271	100	272	100	36	100	37	100	36	100	131	100	125	100	52	100	51	100
Purpose of appraisals																										
Wage or salary review		59		91		92		59		89		90		58		76		83		98		98		96		96
Promotion possibilities		59		82		82		59		80		81		56		62		64		89		88		85		84
Evaluation of probation		74		67		58		74		61		50		75		68		50		80		78		65		57
Identification of training and development needs		40		55		56		38		52		56		47		51		56		57		55		62		61
Communication with employees on how they are being evaluated		48		69		70		47		63		66		56		65		69		79		78		75		75
Transfer decisions or requests		34		47		46		33		44		45		39		41		42		53		50		48		47
Layoff or discharge decisions		31		38		39		33		41		43		19		19		19		39		38		35		37
Frequency of appraisals																										
Annually		55		71		79		55		76		83		55		59		75		60		73		68		71
Semiannually		25		23		17		24		20		14		30		30		22		27		19		23		20
For evaluating probationary periods only		8		1		*		8		*		*		9		5		—		2		—		2		2
Varies according to position in one's salary range ¹		1		2		2		1		2		1		3		3		—		4		4		4		2
Other ²		11		3		2		12		3		2		3		3		3		2		2		4		4
Who conducts appraisals																										
Immediate supervisors		90		99		99		90		99		98		94		100		100		100		100		100		98
Other managers ³		6		12		15		7		13		17		3		3		6		17		17		8		8
Personnel staff members		5		6		5		6		6		6		—		—		6		7		8		2		2
Other ⁴		2		2		2		1		3		3		3		3		3		2		2		—		2
Criteria used in appraisal																										
Pre-established job objectives for the period		72		81		89		73		79		90		67		70		81		85		90		88		88
Checklist of desirable personal characteristics		33		41		35		32		39		32		42		43		33		44		38		42		39
Criteria communicated to employees at beginning of appraisal period		70		82		85		71		79		84		64		70		81		88		89		85		84
Results of completed appraisal made available to:																										
Appraised employee		72		85		85		72		79		79		78		84		86		95		94		94		92
Line managers or supervisors		78		83		81		78		81		79		83		89		92		84		81		83		80
Personnel department		69		79		78		69		75		74		72		78		81		87		86		79		77
Top management		51		66		70		52		63		69		47		51		58		76		78		64		61
Union representatives		10		1		1		11		2		2		8		3		3		—		—		—		—
Appraisal usually results in an agreed-upon plan for performance improvement		57		69		73		58		66		72		47		57		61		74		77		75		77

*Less than one percent

¹A typical program would involve annual appraisals for employees above midpoint in their salary ranges and semiannually for those below.

²Includes quarterly, bimonthly, monthly and weekly

³Most frequently the head of the department

⁴Includes self-appraisals and appraisals by co-workers

Table 20: Testing Programs

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt			Lower level			Nonexempt			Lower level			Nonexempt			Lower level			Nonexempt		Lower level		Nonexempt		Lower level	
	Production or Operations	Office and Clerical	Lower level Exempt	Production	Office and Clerical	Lower level Exempt	Production	Office and Clerical	Lower level Exempt	Production	Office and Clerical	Lower level Exempt	Operations	Office and Clerical	Lower level Exempt	Operations	Office and Clerical	Lower level Exempt	Office and Clerical	Lower level Exempt	Office and Clerical	Lower level Exempt	Office and Clerical	Lower level Exempt	Office and Clerical	Lower level Exempt
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents with programs	72	21	188	36	192	37	51	17	70	24	78	27	21	51	22	54	22	54	66	49	63	47	30	56	29	54
For respondents with programs:	72	100	188	100	192	100	51	100	70	100	78	100	21	100	22	100	22	100	66	100	63	100	30	100	29	100
Types of tests used																										
Intelligence (mental ability)		22		14		23		20		16		32		29		23		27		11		14		13		14
Mechanical aptitude		44		10		11		39		9		14		57		27		27		9		6		3		—
Clerical aptitude		11		54		18		6		59		13		24		59		18		49		21		53		28
Particular skill measurement		31		42		23		28		23		21		38		59		23		52		24		50		31
Personality		11		7		17		12		11		26		10		5		9		5		10		7		17
Polygraph or voice stress analysis		—		3		2		—		3		1		—		—		—		6		3		—		—
How tests are developed																										
By a commercial test publisher		33		40		26		26		40		27		48		46		32		41		24		37		24
Internally, by the company		22		19		8		20		16		8		29		32		23		15		5		27		7
By an outside consultant for the company		14		11		17		12		11		19		19		18		18		11		14		3		14
By a trade or professional association		8		17		9		8		4		1		10		9		9		24		11		37		28
Studies are conducted to ensure that tests are job-related and valid		47		48		35		41		39		31		62		68		41		52		37		50		38
When tests are conducted																										
Preemployment		53		75		44		43		66		42		76		86		41		77		41		60		55
During evaluation for promotion or transfer		32		31		23		26		26		24		48		36		36		30		14		40		31
During employee counseling		6		4		5		2		—		4		14		14		9		6		5		3		7
Immediately after hiring		3		*		2		4		1		3		—		—		5		—		—		—		—
Who conducts tests																										
Company staff member		90		87		81		92		88		84		87		84		82		86		72		87		94
Outside consultant or testing service		10		10		18		8		10		16		13		16		18		8		25		8		6
State employment service		—		1		1		—		—		—		—		—		—		4		3		—		—
Who has access to test results																										
Personnel department		57		77		52		49		67		53		76		91		55		82		49		77		55
Immediate supervisor		40		53		36		41		49		37		38		41		18		61		38		53		41
Other managers		17		18		15		20		16		14		10		14		9		23		16		13		17
Applicant tested		21		35		20		18		27		13		29		32		18		46		29		33		21
Employee tested		28		34		22		29		34		22		24		27		14		33		24		40		28
Union representatives		6		1		1		4		—		—		10		9		9		—		—		—		—
Outside consultants		4		5		6		2		3		4		10		9		9		5		8		7		7

* Less than one percent

Table 21: Assessment Centers

Practice ¹	Total Number of Respondents by Employee Group ²					
	Nonexempt					
	Production or Operations		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100
Respondents with programs	15	4	20	4	33	6
For respondents with programs:	15	100	20	100	33	100
Purpose for which assessment centers are used						
Making promotion and transfer decisions		80		60		62
Identifying high potential employees		40		35		53
Hiring		47		35		24
Determining training needs		27		25		41
Counseling employees		20		25		32

¹Job simulation techniques used for training and evaluating employees or job applicants

²Response was insufficient for presentation by industry.

Table 22: Personnel Record-keeping Systems

Practice	Number of Respondents by Industry and Employee Group																												
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance						
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt						
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt				
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%			
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100			
Scope of personnel record systems used ¹																													
Companywide		67		83		87		65		76		83		88		90		90		93		90		94		94			
Divisional		30		25		26		29		33		35		32		32		32		10		10		11		13			
Plant or branch		57		39		35		61		55		49		32		32		32		16		15		17		15			
Type of records filed																													
Previous employment		95		97		96		94		96		96		98		100		98		98		98		94		96		96	
Promotions and transfers		95		97		96		94		97		96		98		100		98		98		98		93		98		96	
Wages or salary		94		97		95		94		97		96		95		100		98		97		92		98		98		96	
Medical data		91		84		83		91		90		90		93		95		93		66		66		66		79		77	
Performance appraisal		82		92		91		81		89		90		93		95		93		97		92		96		96		94	
Skills inventory		52		59		60		51		56		60		55		58		55		63		62		60		58		58	
Test results		60		67		60		58		65		57		75		78		78		63		59		74		70		70	
Education record		93		95		93		92		94		94		95		98		95		95		90		98		98		96	
Employee benefits		88		91		90		88		90		90		90		93		90		93		89		89		87		87	
Credit bureau reports		30		41		41		29		31		31		35		38		38		63		61		43		45		45	
Disciplinary warnings or measures		92		93		89		92		91		87		98		100		98		95		91		94		92		92	
Union membership		64		27		24		64		38		31		65		60		58		5		5		9		9		9	
Tuition aid		76		85		84		74		85		85		93		95		93		83		80		81		79		79	
Relocation assistance		43		49		62		40		48		69		70		73		70		41		44		58		62		62	

¹A few scattered responses indicated the following variations: subsidiary files; supervisor's working files; files on all salaried employees at corporate offices; files on all hourly employees at individual plants; geographical files by city or by region.

Table 23: Privacy of Employee Records

Practice	Number of Respondents by Industry and Employee Group																										
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance				
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt				
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100	
Company has a written policy covering the handling of employees' personal information		42		44		44		41		41		42		49		51		51		46		45		48		48	
Employees' permission required for release of information to the following inquirers: ¹																											
Other employers	60		62		61		60		61		61		59		61		61		62		60		67		65		
Creditors or credit agencies	70		72		71		70		72		72		63		66		66		72		69		74		74		
Government agencies ²	52		55		54		54		54		54		37		39		39		56		53		69		67		
Union representatives	47		39		40		48		47		47		39		39		44		27		26		32		32		
Employee's family members	62		63		62		63		64		64		54		56		56		60		58		67		67		
Other employees ³	63		64		64		64		65		65		59		61		61		62		60		69		69		
Friends of employee outside the company	64		65		64		65		67		67		58		59		59		61		59		69		69		
Press or other media	66		65		64		67		68		69		56		59		59		58		56		65		65		

¹Information other than work location, term of employment and last position held

²Except where required by law

³Except those with a bona fide, work-related "need to know"

Table 24: Employee Access to Personal Files

Practice	Number of Respondents by Industry and Employee Group																										
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance				
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt				
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100	
Respondents with programs	278	83	451	85	449	86	244	83	243	83	246	84	34	83	35	85	35	85	125	93	121	90	48	89	47	87	
For respondents with programs:	278	100	451	100	449	100	244	100	243	100	246	100	34	100	35	100	35	100	125	100	121	100	48	100	47	100	
When access is provided																											
Periodically (generally annually)		3		4		4		3		4		4		3		3		3		3		3		4		4	
On request		95		94		95		94		94		94		97		97		97		95		96		92		91	
At change of job or status		*		1		2		*		1		2		—		—		—		2		2		—		—	
Other ¹		3		3		3		2		2		2		12		11		11		—		—		6		6	
Employee may challenge or change "incorrect" data		85		86		85		86		86		85		76		77		77		90		88		83		81	
Some files are considered company-confidential and are inaccessible to employees		151	54	226	50	230	51	128	53	134	55	141	57	23	68	24	69	24	69	50	40	47	39	18	37	18	38
For respondents with such files:		151	100	226	100	230	100	128	100	134	100	141	100	23	100	24	100	24	100	50	100	47	100	18	100	18	100
Type of file considered company-confidential																											
Medical		46		42		42		48		46		45		52		54		54		22		26		44		44	
Environmental exposure data		27		18		17		30		27		26		13		13		13		—		—		6		6	
Psychiatric evaluations		33		27		30		32		32		34		39		38		38		14		15		17		22	
Test results		26		28		29		23		23		25		44		46		46		26		26		39		39	
Performance appraisals		14		15		17		13		14		16		22		21		21		16		19		6		6	
Salary or promotion recommendations		58		56		59		60		62		65		48		46		50		44		45		61		61	
Previous employer references		65		65		65		65		63		63		65		67		67		76		79		44		44	
Credit bureau reports		17		24		25		15		13		14		26		29		29		46		49		39		44	
Other ²		7		7		7		7		6		6		13		13		13		8		9		6		6	

*Less than one percent

^aIncludes (a) at the time of salary or performance review, and (b) as required where state "access" laws exist^bIncludes supervisor's files, security data, files involved in litigation, and files regarding other employees

Table 25: Record of Disclosures of Personal File Data

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt		Lower level		Nonexempt		Lower level	
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents maintaining a record of disclosures	104	31	191	37	187	36	86	29	89	30	89	30	18	44	18	44	18	44	62	46	59	44	22	41	21	39
For respondents with such a record:	104	100	191	100	187	100	86	100	89	100	89	100	18	100	18	100	18	100	62	100	59	100	22	100	21	100
Type of disclosures recorded																										
All disclosures		27		25		25		28		29		29		22		22		22		26		24		14		14
To outside inquiries only		48		51		52		47		46		46		50		50		50		56		57		59		62
Only disclosures with no employee permission on record		6		5		5		7		7		7		—		—		—		3		3		5		5
Only disclosures not based on specified work-related "need to know"		11		10		10		12		12		12		6		6		6		8		9		9		10
Other ¹		8		9		8		5		6		6		22		22		22		7		7		14		10

¹Includes disclosures only to written requests or mortgage verifications

Table 28: Information to Other Employers

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt		Lower level		Nonexempt		Lower level	
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents providing information about former employees to other employers	301	90	476	91	472	90	264	90	270	92	270	92	37	90	38	93	38	93	123	92	120	90	45	83	44	82
For respondents providing such information:	301	100	476	100	472	100	264	100	270	100	270	100	37	100	38	100	38	100	123	100	120	100	45	100	44	100
Type of information provided																										
Title or kind of work performed		88		90		89		88		87		86		92		92		92		94		94		93		93
Length of service with company		89		90		90		89		88		88		89		90		90		94		94		89		89
Reason for leaving		47		44		43		49		48		47		38		37		40		37		37		44		43
Quality of work performed		28		26		26		29		29		28		19		18		18		24		23		27		27
Rehire status		41		39		39		42		42		42		30		29		29		36		35		40		41
Home address		12		11		11		13		12		12		11		11		11		9		8		9		9
Last wage or salary		23		21		21		23		22		21		24		24		21		14		14		36		36
Confirmation of inquirer's data only ¹		35		34		34		34		34		35		36		37		37		31		30		36		36
How information is provided																										
In writing only		20		17		17		18		18		18		32		32		32		14		14		13		14
Over the phone only		9		7		7		10		10		10		3		3		3		*		*		4		5
Either in writing or over the phone		71		76		76		72		72		72		65		66		66		85		85		82		82

* Less than one percent.

¹ Includes confirmation only of (a) information on kind of work and/or dates of employment and/or wage last paid, and (b) information authorized by the former employee.

III. Communications, Training and Education

Table 27: Employee Communications

Practice	Number of Respondents by Industry and Employee Group																										
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance				
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt				
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100	
Means of communication:																											
Bulletin board		96		95		93		95		96		96		100		100		100		91		83		96		92	
Benefit plan handbook or booklets		90		93		91		90		94		94		95		95		95		95		88		88		87	
Employee bulletins		84		88		86		84		86		86		85		85		85		92		84		90		88	
Meetings		81		87		86		79		85		86		95		95		95		89		83		92		92	
Employee newspaper or magazine		76		80		79		74		75		75		98		98		98		85		79		87		87	
General employee handbook		73		77		75		73		72		72		78		78		78		81		76		92		90	
Pay envelope inserts		66		66		65		67		69		69		63		63		63		62		56		63		63	
Company financial report		60		67		67		56		59		61		95		95		95		73		68		85		85	
Films or slides		38		38		38		36		39		40		50		50		50		30		29		42		42	
Safety manual		39		20		24		36		25		31		65		53		60		2		2		8		8	
Videotape or closed circuit TV		28		27		28		25		27		28		50		50		50		17		17		33		33	
Public address system		24		24		23		25		26		26		18		18		18		12		9		44		44	

Table 28: Employee Handbooks

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Respondents that provide employee handbooks	254	73	403	77	396	75	223	73	221	72	221	72	31	78	31	78	31	78	103	81	97	76	48	92	47	90
For respondents with employee handbooks:	254	100	403	100	396	100	223	100	221	100	221	100	31	100	31	100	31	100	103	100	97	100	48	100	47	100
Type of information included																										
Employee benefits		85		91		91		85		89		87		90		90		90		94		95		94		96
Personnel policies		85		91		90		86		89		86		84		87		87		94		94		94		96
Employee services		75		81		80		76		81		79		71		74		74		83		81		79		81
Work rules		82		79		78		84		78		75		61		65		65		85		87		83		85
Benefits for family members		65		68		69		65		69		68		68		68		68		63		63		79		81
Company history		61		65		65		60		65		64		65		68		68		63		64		67		68
Grievance procedures		54		49		48		59		49		48		23		23		23		56		55		52		53
Employee organizations		41		44		44		39		44		43		52		55		55		38		38		52		53
Company products		43		39		38		44		46		45		32		32		32		25		25		37		40
Recreational facilities		34		34		34		33		36		35		42		42		42		21		22		50		51
Frequency of handbook revision																										
Irregularly, as needed		63		65		65		61		65		66		74		74		74		62		62		62		64
Semiannually		2		3		3		2		2		2		6		6		6		2		2		6		6
Annually		17		19		19		17		19		18		13		13		13		22		23		19		19
Biennially		6		8		8		9		8		8		—		—		—		11		10		12		13
Triennially		6		2		2		6		3		3		6		6		6		—		—		—		—
With new employment contract		3		1		1		3		2		2		—		—		—		—		—		—		—
Other regular schedule		1		1		1		1		1		1		—		—		—		3		3		—		—
Last revision—median year ¹	1978		1979 ^a		1979 ^a		1978		1979		1978		1979		1979		1979		1979 ^b		1979 ^b		1978		1978	

¹Years reported by all respondents ranged from 1965 to 1979.^aReported by 52% of all respondents with handbooks.^bReported by 56% of responding banks with handbooks.

Table 29: Employee Newspapers and Magazines

Practice	Number of Respondents by Industry and Employee Group																										
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance				
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt				
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100	
Respondents providing employee publications	264	76	421	80	415	79	225	74	229	75	230	75	39	98	39	98	39	98	108	85	101	79	45	87	45	87	
For respondents with such publications:	264	100	421	100	415	100	225	100	229	100	230	100	39	100	39	100	39	100	108	100	101	100	45	100	45	100	
Frequency of issue ¹																											
Weekly		7		9		9		7		8		9		8		8		8		6		8		20		18	
Semi-monthly		7		10		10		6		6		6		13		13		13		15		15		20		20	
Monthly		45		46		45		42		40		40		84		84		84		51		51		42		43	
Bi-monthly		9		8		8		11		11		11		—		—		—		5		5		9		9	
Quarterly		37		28		28		36		37		38		18		18		18		21		20		4		5	
Other		5		8		7		5		5		6		5		5		5		8		8		11		11	
Responsible department																											
Personnel		41		36		38		48		46		45		—		—		—		36		38		18		18	
Public Relations		45		47		47		37		40		40		89		89		89		45		46		52		52	
Personnel and Public Relations, jointly		4		4		3		5		5		5		—		—		—		4		3		2		2	
Communications		5		5		5		4		4		4		8		8		8		3		2		11		11	
Marketing		1		3		3		1		1		1		—		—		—		8		9		5		5	
Other		4		5		5		5		5		5		3		3		3		4		4		11		11	
Articles written by																											
Full-time special staff		54		54		54		51		52		52		74		74		77		45		46		71		71	
Management		47		45		47		50		47		48		33		33		36		46		50		40		40	
Rank-and-file employees		34		38		36		33		32		31		38		38		38		49		47		40		40	
Personnel department		4		4		4		4		5		5		—		—		—		6		7		—		—	
Retired employees		6		6		6		5		5		5		10		10		10		3		2		13		13	
Employee family members		3		3		3		3		3		3		8		8		8		1		1		7		7	
Other		6		7		7		6		7		7		5		5		5		8		9		11		11	
Publication has a full-time editor		55		55		55		50		51		51		85		82		85		45		47		73		71	
Publication is sent to retired employees ²		73		75		74		69		68		68		100		100		100		73		72		91		91	

¹Some respondents reported more than one publication.²Publication of a newspaper or magazine exclusively for retired employees reported:

	Percent of Total
Manufacturers	5
Gas and electric utilities	5
Banks	less than 1
Insurers	8
All Respondents	4
(7.25 companies = 100%)	

Table 30: Company Financial Reports to Employees

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Respondents providing company financial reports	204	59	350	67	350	67	166	54	175	57	181	59	38	95	38	95	38	95	93	73	87	69	44	85	44	85
For respondents with such provision:	204	100	350	100	350	100	166	100	175	100	181	100	38	100	38	100	38	100	93	100	87	100	44	100	44	100
Information is conveyed by																										
Distribution of stockholders' report		49		49		50		43		45		45		74		74		74		48		51		48		48
Distribution of report addressed jointly to employees and stockholders		4		6		6		2		3		3		11		11		11		8		8		7		7
Distribution of report addressed to employees only		13		10		10		16		15		14		3		3		3		5		5		5		7
Summary of annual report published in employee publication		19		16		15		20		19		18		13		13		13		13		11		14		11
Explanation of financial results at a meeting for employees		10		11		12		11		13		12		8		8		8		12		14		7		9
Posting of financial report on bulletin board		18		12		12		18		18		17		8		8		8		4		3		11		9
Frequency of information provided																										
Quarterly		49		48		50		47		49		48		58		58		58		58		58		22		28
Semiannually		2		4		3		2		2		2		—		—		—		7		7		2		2
Annually		49		48		47		51		49		50		42		42		42		35		35		76		70

Table 31: Suggestion Award Programs

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt		Lower level		Nonexempt		Lower level	
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Respondents with programs	110	32	171	33	167	32	93	30	92	30	91	30	17	43	17	43	17	43	36	28	33	26	26	50	26	50
For respondents with programs:	110	100	171	100	167	100	93	100	92	100	91	100	17	100	17	100	17	100	36	100	33	100	26	100	26	100
Suggestions to be awarded determined by																										
Special suggestion committee ¹		80		59		53		59		61		53		65		65		65		50		52		58		58
Affected departments		14		15		14		14		10		9		12		12		12		25		21		23		23
Top management		11		11		10		11		11		10		12		12		12		14		12		8		8
Other ²		14		13		13		14		14		14		12		12		12		11		12		12		12
Program is overseen by a special suggestion administrator		82		79		73		80		78		69		94		94		94		69		70		85		85
Form of award granted																										
Cash		79		83		84		80		80		79		76		76		76		83		90		96		96
Government bonds		6		4		4		4		5		4		12		12		12		3		3		—		—
Merchandise		5		2		3		6		5		5		—		—		—		—		—		—		—
Other, including combinations of the above		10		11		9		10		10		12		12		12		12		14		7		4		4
Program features a minimum award		68		70		65		66		63		57		82		82		82		83		79		69		65
Median dollar value ³		\$20		\$20		\$20		\$20		\$20		\$20		\$25		\$25		\$25		\$25		\$25		\$20		\$25
Program features a maximum award		51		50		45		47		43		36		71		71		71		56		55		50		46
Median dollar value ⁴		\$5000		\$3000		\$2500		\$5000		\$5000		\$5000		\$1000		\$1000		\$1000		\$100		\$100		\$1500		\$1500
Individual awards revalued at year's end to reflect company savings or increased profits from the use of suggestion		27		22		23		28		27		27		24		24		24		11		12		19		19
Median percent of savings or increased profits awarded after revaluation ⁵		15%		15%		15%		15%		15%		15%		15%		15%		15%		**		**		20%		20%
Company publicizes granting of awards		91		86		82		90		89		81		94		94		94		86		82		65		77
Program is open to retired employees		9		10		10		6		8		8		24		24		24		17		18		—		—

¹Those who serve on special suggestion committees were reported as follows:

Personnel	Percent of Respondents with Suggestion Committees
Top management	46 to 115
Representatives of major units or departments	91 to 97
Representatives of an employee organization	4 to 9
Other	9 to 12

²Includes combinations of a special committee and other units

³Values for minimum awards ranged from \$1 to \$100

⁴Values for maximum awards ranged from \$5 to \$50,000

⁵Percentages of savings or increased profits ranged from 10 to 50%

**Insufficient response

Table 32: Attendance at Stockholder Meetings

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Employee stockholders are encouraged to attend annual stockholder meetings		28		35		35		28		32		34		28		30		30		45		42		31		31
Employee stockholders are paid for time off to attend annual meetings		11		21		22		11		18		19		15		18		18		32		32		19		19

Table 33: Employee Education in the U.S. Political Process

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Communication to employees of company's position on political issues		22		21		22		20		22		23		32		32		32		18		19		20		20
Provision of a program to improve employees' understanding of the U.S. political process		19		19		19		18		20		20		32		32		34		11		12		20		20
Arrangement for voter registration at the workplace		7		7		7		7		7		7		7		7		7		5		5		11		11

Table 34: On-site Training or Education

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Respondents with programs	297	86	435	83	442	84	258	84	229	75	246	80	39	98	37	93	39	98	121	95	109	86	48	92	48	92
For respondents with programs:	297	100	435	100	442	100	258	100	229	100	246	100	39	100	37	100	39	100	121	100	109	100	48	100	48	100
Objectives																										
Train newly hired employees		87		83		72		87		77		68		85		78		77		97		73		79		81
Improve employee performance in current duties		69		78		82		66		73		80		92		92		95		78		77		88		94
Prepare employee for new duties		65		66		70		64		66		69		72		54		64		68		72		73		75
Subjects taught																										
Safety and industrial hygiene		96		53		59		95		80		86		97		84		87		7		7		17		17
Specific job skills		92		84		85		92		79		62		90		81		64		99 ^a		68 ^a		83		81
First aid		58		35		41		55		44		52		82		60		59		15		18		19		19
Supervisory techniques		19		28		81		17		22		80		26		27		85		34		79		40		85
Interpersonal skills		17		43		71		15		36		72		31		60		77		47		70		54		71
Training methods																										
Planned on-the-job training		74		73		61		74		64		56		77		76		56		84		69		88		77
Lecture, demonstration, group discussion		45		59		76		41		55		76		69		73		90		53		66		83		90
Self-study with training manual		33		38		37		30		28		35		56		46		33		47		36		56		54
Programmed instruction		27		36		43		23		28		40		51		43		49		41		36		58		65
Job rotation		28		28		34		28		25		32		26		27		36		34		38		29		31
Role playing		9		22		42		8		15		43		18		27		38		31		38		29		48
Case method		7		15		41		7		10		40		13		16		49		22		40		19		42
Apprenticeship		52		9		7		50		7		4		62		19		21		10		7		6		6
Training instructors																										
Full-time company instructors		37		42		41		35		34		38		49		49		51		48		38		60		60
Personnel department staff as part-time instructors		50		55		64		48		52		66		59		70		69		55		57		65		69
Foremen, supervisors or other company personnel		80		60		54		79		62		52		92		70		62		53		51		67		62
Vendors or suppliers to company		36		24		24		33		28		28		54		30		31		14		16		23		21
Consultants, or other outside private training specialists		18		25		48		15		23		54		36		46		41		22		42		27		35
Vocational, technical or business school teachers		16		11		9		17		12		9		13		19		18		7		6		13		4
University or college professors		7		11		27		7		11		27		10		22		44		12		25		8		17
Employees are encouraged to request or volunteer for training		61		73		75		61		70		72		67		70		72		74		81		85		83

^aIncludes seminars on bank policy and orientation on new banking products

Table 35: Tuition Aid Plans

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Respondents with programs	274	79	479	91	474	90	236	77	276	90	279	91	38	95	38	95	38	95	119	94	111	87	46	88	46	88
For respondents with programs:	274	100	479	100	474	100	236	100	276	100	279	100	38	100	38	100	38	100	119	100	111	100	46	100	46	100
Type of study approved																										
College or university courses		88		97		97		87		98		98		97		100		100		95		95		96		96
Vocational or trade school courses		78		62		61		77		70		68		87		82		84		41		38		57		54
Correspondence or self-study programs		51		50		50		46		50		49		84		82		84		41		41		48		50
TV instruction programs for credit from an accredited school		14		13		13		13		13		13		18		21		24		10		10		11		9
Other		3		14		13		3		5		5		3		3		3		34 ^a		33 ^a		22 ^b		22 ^b
Degree of relatedness between study and employee's work																										
Directly related to duties in current job		73		78		77		72		78		78		79		79		76		80		77		76		76
In preparation for a next-step promotion		62		69		69		63		71		72		61		66		66		70		68		57		57
In preparation for a more distant career goal		41		46		50		40		47		52		47		47		53		48		50		37		37
Relatedness not necessary		23		17		17		23		17		17		18		18		18		15		14		22		22
Eligible employees																										
Full-time		93		99		99		92		100		99		100		100		100		99		99		96		98
Part-time		6		13		12		5		7		7		13		13		13		27		23		15		15
Temporary		•		1		1		•		•		•		—		—		—		3		4		—		—
Retired		—		•		•		—		—		—		—		—		—		2		2		—		—

Table 35: Tuition Aid Plans (continued)

Participation rate of eligible employees													
0%—0.9%	9	3	3	10	4	4	5	3	—	2	3	—	—
1%—1.9%	17	8	7	18	12	10	11	3	5	3	4	4	2
2%—4.9%	15	17	15	14	17	17	26	18	13	13	10	24	20
5%—9.9%	19	24	26	19	25	26	21	37	37	19	21	24	24
10% and over	9	27	28	8	20	21	11	13	18	49	49	24	28
Unspecified	30	21	21	31	22	22	26	26	26	14	14	24	28
Median participation rate (%) ¹	3.0	5.0	5.0	2.0	5.0	5.0	3.6	5.0	5.0	10.0	10.0	5.0	5.0
Requirement of length of service for eligibility	42	45	44	39	41	41	61	61	55	55	53	33	35
Median length of service required ²	6 mos.	6 mos.	6 mos.	6 mos.	6 mos.	6 mos.	6 mos.	6 mos.	6 mos.	6 mos.	6 mos.	6 mos.	6 mos.
Arrangements for class attendance													
Nonworking hours only	85	85	82	85	86	83	89	87	84	89	83	67	65
Time off without pay	2	2	2	2	1	1	3	3	3	3	4	2	2
Time off with pay	•	•	2	•	•	2	—	—	—	•	3	2	2
Work schedules adjusted for class attendance	11	12	15	12	12	14	8	11	13	7	11	28	30
Imposition of a maximum allowance per semester or per year ³	20	20	20	20	23	22	24	24	24	15	16	15	15
Median maximum per semester	\$300 ^c	\$300 ^d	\$300 ^d	\$200 ^c	\$300 ^c	\$300	••	••	••	\$200 ^e	\$180 ^e	••	••
Median maximum per year	\$650 ^f	\$850 ^f	\$650 ^f	\$700 ^f	\$750 ^f	\$700 ^f	\$500 ^g	\$500 ^g	\$650 ^g	\$500 ^h	\$500 ^h	••	••
When allowances are paid													
All at registration for courses ⁴	8	13	12	9	8	8	3	3	3	27	27	9	7
All at completion of course	61	74	74	80	79	79	84	84	84	64	64	61	61
Part at registration, part at completion ⁴	11	13	14	11	12	13	13	13	13	9	9	30	32
Requirement of length of service after completion of course	4	5	5	3	4	4	8	11	8	6	6	2	2
Median length of service required ⁵	12 mos.	12 mos.	12 mos.	12 mos.	12 mos.	12 mos.	12 mos.	12 mos.	12 mos.	12 mos.	12 mos.	12 mos.	12 mos.

(continued on next page)

Table 35: Tuition Aid Plans (continued)

Practice	Number of Respondents by Industry and Employee Group																										
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance				
	Nonexempt			Lower level Exempt			Nonexempt			Lower level Exempt			Nonexempt			Lower level Exempt			Nonexempt		Lower level Exempt		Nonexempt		Lower level Exempt		
	Production or Operations	Office and Clerical		Production	Office and Clerical		Production	Office and Clerical		Production	Office and Clerical		Production	Office and Clerical		Production	Office and Clerical		Production	Office and Clerical		Production	Office and Clerical		Production	Office and Clerical	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.
Allowance depends on grade earned	196	72	363	76	357	75	165	70	208	75	208	75	31	82	31	82	30	79	93	78	87	78	31	67	32	70	
For plans in which allowance depends on grade earned:	196	100	363	100	357	100	165	100	208	100	208	100	31	100	31	100	30	100	93	100	87	100	31	100	32	100	
Percent of tuition allowed if:																											
Grade is "A"																											
50%—74%		8		9		7		8		8		7		11		11		11		7		5		17		13	
75%—99%		16		13		14		14		15		14		29		29		32		8		9		7		10	
100%		76		78		78		78		78		78		61		61		57		85		87		76		77	
Grade is "B"																											
50%—74%		8		9		8		8		8		7		11		11		11		7		5		17		13	
75%—99%		20		19		20		17		18		18		36		36		39		21		22		7		10	
100%		72		72		72		75		74		74		54		54		50		72		73		76		77	
Grade is "C"																											
0%		2		2		2		2		2		2		—		—		—		2		2		—		—	
50%—74%		16		17		17		14		15		14		25		25		25		21		20		17		17	
75%—99%		16		15		16		14		15		15		25		25		29		15		15		10		13	
100%		66		65		65		69		67		68		50		50		46		62		63		72		70	
Grade is "D"																											
0%—40%		39		49		48		41		44		44		32		32		32		67		65		41		43	
50%—74%		7		9		9		7		8		7		7		7		7		7		9		24		23	
75%—99%		11		7		8		9		7		7		25		25		29		3		4		3		3	
100%		43		35		35		44		41		42		36		36		32		23		23		31		30	
Grade is "Pass"																											
0%		25		29		26		27		28		28		18		18		17		38		37		24		23	
50%—74%		9		9		9		9		8		8		14		14		14		8		7		10		13	
75%—99%		12		10		10		10		10		10		25		25		28		7		7		7		7	
100%		53		52		52		55		54		55		43		43		41		47		49		59		57	
Grade is "Fail"																											
0%		97		97		96		97		96		96		96		100		100		97		95		83		83	
50%		2		3		3		2		2		2		—		—		—		1		2		14		13	
75%—100%		—		—		—		—		—		—		4		—		—		2		2		3		3	

Table 35: Tuition Aid Plans (continued)

Allowance does not depend on grade earned	78	28	118	24	117	25	71	30	68	25	71	25	7	18	7	18	8	21	26	22	24	22	15	33	14	30
For plans in which allowance does not depend on grade earned:	78	100	118	100	117	100	71	100	68	100	71	100	7	100	7	100	8	100	26	100	24	100	15	100	14	100
Percent of tuition allowed																										
50%—74%		19		19		17		21		21		18		—		—		—		21		22		18		18
75%—99%		29		23		25		21		21		22		86		86		86		5		6		27		27
100%		52		58		58		57		58		60		14		14		13		74		72		55		55

*Less than one percent

**Insufficient response

¹Reported rates of participation ranged from 0 to 28% for production or operations workers, 0 to 75% for office and clerical staff, and 0 to 100% for lower level exempt personnel.

²Length-of-service requirements reported by all respondents ranged from 1 month to 5 years.

³Maximum allowance was expressed by several respondents as 6 credits or hours per semester or 12 to 15 credits or hours per year.

⁴The requirement of the reimbursement of advanced fees at non-completion of course work was reported by 100 percent of the responding utilities and banks, 63 percent of the manufacturers and 50 percent of the insurance companies.

⁵Length of service requirements reported by all respondents ranged from 1 month to 3 years.

⁶Includes courses on banking given by the American Institute of Banking, reported by 30 percent of the banks with tuition aid plans.

⁷Includes courses on insurance given by various professional insurance associations, for example, Life Office Management Association (LOMA), reported by 11 percent of the insurance companies with tuition aid plans.

⁸Reported maximum allowances per semester ranged from: \$150 to \$750.

⁹Reported maximum allowances per semester ranged from \$80 to \$1500.

¹⁰Reported maximum allowances per semester ranged from \$80 to \$1250.

¹¹Reported maximum allowances per year ranged from \$150 to \$2,000.

¹²Reported maximum allowances per year ranged from \$200 to \$1000.

¹³Reported maximum allowances per year ranged from \$240 to \$1250.

Table 36: Voluntary Courses In-house During Off-hours

Practices	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Respondents with programs	92	27	179	34	197	36	75	25	78	25	98	32	17	43	18	45	18	45	61	48	59	46	22	42	22	42
For respondents with programs:	92	100	179	100	197	100	75	100	78	100	98	100	17	100	18	100	18	100	61	100	59	100	22	100	22	100
Subjects taught																										
Specific job skills		63		56		45		63		64		42		65		56		50		44		44		59		59
Supervisory and management skills		30		38		58		29		40		63		35		28		61		43		58		27		36
Remedial education		41		27		20		41		27		18		41		39		28		23		20		27		23
General economic education		26		36		38		20		29		30		53		50		67		46		49		23		23
Interpersonal skills		15		36		46		16		37		49		29		28		56		46		49		9		14
Other		17		24		24		17 ^a		21 ^a		21 ^a		18		22		17		18 ^b		19 ^b		55 ^c		59 ^c
Courses are open to retired employees		15		13		12		13		12		10		24		22		22		15		15		5		5

^aIncludes First Aid training and college-level courses leading to a degree offered by 5 to 6 percent of the manufacturers with programs

^bIncludes American Institute of Banking courses offered by 10 percent of the banks with programs

^cIncludes technical courses in insurance offered by 45 percent of the insurance companies with programs

Table 37: Rehabilitation Programs to Retrain Injured or Disabled Employees for Alternative Jobs

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Respondents with programs	79	23	71	14	89	13	60	20	44	14	44	14	19	48	17	43	16	40	5	4	4	3	5	10	5	10

THE CONFERENCE BOARD



information bulletin

Personnel Practices II: Hours of Work, Pay Practices, Relocation

by Harriet Gorlin

number 92

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PERHAPS THE DRAMA of securing a 40-hour week will never again be equaled in the annals of labor; nevertheless, continuing gains are being made in the quality of work life. And no aspect of work life affects employees or their families more critically or more intimately than the number of hours they work, how they are paid, and, in many cases, where the job is located. Therefore, these questions are being treated separately in the Board's latest examination of personnel practices.¹

The tables that constitute the major data in this report are concerned with the details and prevalence of the vast array of programs and guidelines that govern work schedules and pay practices in the private sector today. However, "pay practices," in the sense that the term is used here, does not refer to the basic compensation of employees but, rather, to the special rates and premiums offered for work beyond the normally scheduled period and to the procedures regarding payment of any wages and salaries.

The thrust of these data is to describe majority practices in the surveyed industries, but a weather eye was kept open for new trends and experimental programs. With some indication of prevalence of practice, a better perspective may be gained on many of the newer ideas described so frequently in current business periodicals. Company payment of all social security taxes, alternative work schedules, overtime pay for exempt employees, and area wage differentials for relocated employees are examples of these newsmakers.

The highlights of findings concerning hours of work, pay practices, and relocation are summarized below.

Work Schedules

- The eight-hour day, forty-hour, five-day week is the normal work schedule at 90 percent of the surveyed manufacturers and utilities employing nonexempt production or operations personnel. For other personnel groups, this figure softens to about 75 percent of manufacturers and 60 percent of banks. The five-day week is the usual practice of 98 percent of all respondents. However, in more than four out of five insurance companies the majority of employees normally work less

than eight hours a day and forty hours a week—the most frequently mentioned schedule being seven-and-a-half hours a day, five days a week.

Indications are that alternative work schedules, such as shortened workweeks and flexible hours, are not firmly established in personnel practices, and do not involve significant numbers of employees to date; but some survey participants reveal an interest in this area and seem to be testing various programs.

- Full-time schedules, worked in shortened workweeks of less than five days by some or all employees were reported by fewer than 10 percent of all the firms, but by more than 25 percent of the insurance companies. Most of the reported schedules were based on a three- or four-day week, the former being favored by the insurers. Overall, most companies reported such schedules for fewer than 10 percent of employees.

- Flexible time programs allowing full-time employees to arrange their own daily schedules within a specified "core" day were reported by 15 percent of participants for their white-collar workers and by only 3 percent for blue-collar workers. Insurance firms show a strong interest in flexible time schedules. Thirty-four percent of responding insurers provide flexible time programs, and the majority of these were reported to involve over 50 percent of nonexempt office, clerical and lower level exempt personnel.

- Job-sharing arrangements for office and clerical workers were reported by over 10 percent of the banks and insurers.

- About a third of all respondents allow their exempt professionals and technicians to work at home for part or all of their schedules, and 15 percent provide such arrangements for nonexempt clericals.

Overtime Pay

Rates of pay for work over forty hours a week by nonexempt workers are, for the most part, controlled by labor laws; but exceptions due to special laws, union contracts, or competitive practices permit many workers to be paid overtime for less than forty hours a week or fewer than eight hours a day. Surveyed firms offering work over schedule up to eight hours a day or up to forty hours a week indicate the following practices:

- Manufacturers are divided equally between paying straight time and time-and-a-half for production workers.

¹See Harriet Gorlin, *Personnel Practices I: Recruitment, Placement, Training, Communication*. The Conference Board, Information Bulletin No. 89, 1981.

- About 60 percent of all respondents pay straight time to clerical workers.

- It is the practice in half the participating companies to give neither pay nor compensatory time off to their exempt personnel for any overtime—up to or over 40 hours. However, a third to a half of the respondents *do* pay straight time or time-and-a-half to exempt personnel, usually foremen or first-line supervisors.¹

- Work on the sixth day, as such, is paid at the rate of time-and-a-half by 90 percent of the surveyed companies to all their nonexempt employees.

- Work on the seventh day, as such, earns production workers a double-time rate in almost 60 percent of the companies; office and clerical employees are paid at a similar rate by over 35 percent of the firms in the survey.

- Supper allowances for overtime workers are provided by about one-third of respondents. This allowance, on the average, is between \$3 and \$4 per meal.

Special Rates of Pay

- Two out of three firms pay time-and-a-half for work on a Saturday, while pay for work on a Sunday is treated very similarly to work on the seventh day.

- In over half the respondents with second-shift schedules, the median premium paid to blue-collar workers for such work is 20 cents an hour. In half the companies the median premium for such work for office and clerical workers was expressed as 10 percent of base rate. In one-third of the group with second-shift schedules, exempt personnel are also paid a median premium of 10 percent of base rate.

- In over 60 percent of the companies with third-shift schedules, blue-collar workers are paid a median premium of 25 cents an hour for such work. Nonexempt office and clerical workers in over 40 percent of firms with third shifts are paid a median premium of 10 percent of base rate. Exempt personnel are paid a similar median premium in one-third of the responding companies with third-shift schedules.

Other Pay Practices

- Two out of five companies make automatic salary deposits to the personal checking accounts of their exempt personnel who request it. About one-third of respondents also do so for their nonexempt personnel.

- When facilities are closed for the day in emergencies due to weather extremes, power blackouts, or transportation failures, full wages are paid to exempt personnel in over 90 percent of all companies; to office and

clerical employees in 77 percent of firms; to production workers in 27 percent of manufacturers; and to operations personnel in 68 percent of gas and electric utilities.

Wage and Salary Policy

- Sixteen percent of the manufacturers and utilities surveyed pay salaries to employees who would be paid by the hour in most companies.

- Almost half of the manufacturers with cost-of-living adjustment (COLA) clauses in their contracts with production workers give some or all of this COLA to their nonunion clericals, and over a third extend this provision to their nonunion professionals and technicians.

- Overwhelmingly, companies are committed to merit-increase programs, based on individual performance, for their exempt and nonexempt white-collar personnel. Over 60 percent of companies give across-the-board general increases (other than COLA) to blue-collar workers.

- Year-end or Christmas bonuses are awarded to all levels of personnel by about 25 percent of responding firms.

Employee Relocation

- Almost 70 percent of respondents reported that they sometimes initiate transfers of lower level exempt personnel from one company location to another. Relocation assistance is offered when these transfers necessitate household moves. Less than a third ever initiate such transfers of nonexempt employees.

- Well under 10 percent of the employees covered by the survey were actually relocated by over 90 percent of the companies initiating transfers in 1978.

- Among the companies requesting employees to transfer, about 70 percent experienced no refusals in 1978. Of the remainder, half sustained a refusal rate of less than 2 percent.

- Two out of five companies offer to assist spouses in obtaining employment comparable to their former situation.

- In general, relocation assistance for exempt employees includes:

Two expense-paid house-hunting trips to the new location;

Full payment of transportation for the employee and family members;

Full coverage of the shipment of household goods;

Thirty-day temporary living allowance for the employee;

Reimbursement of selling costs on former home and closing costs for new home to home owners; and

Reimbursement of lease cancellation penalties to renters.

¹For a fuller treatment of this subject see Burton W. Teague, *Overtime Pay Practices for Exempt Employees*. The Conference Board, Report No. 797, 1981.

- Area wage differentials to compensate for higher living costs are provided by less than 25 percent of respondents initiating transfers. Most of these base the adjustment solely on regional salary ranges for comparable jobs.

- Half the firms reimburse transferred employees for their additional tax liability on the amount of company assistance.

- More than half the respondents reported that the relocation assistance extended to new hires differs from that given regular employees. Transportation and household moving charges are covered in full in about 85 percent of all companies. Temporary living expenses and expense-paid house-hunting trips are provided by about 75 percent of firms. All other assistance for the newly hired who must relocate falls sharply off to a very minimal practice.

ABOUT THE SURVEY SAMPLE

In the last quarter of 1979, a list of over 6,000 companies in five major industries—manufacturing, gas and electric utilities, retail trade, banking and insurance—was divided at random to provide four sample groups, each composed of the same industrial mix. Similarly, an extremely lengthy list of questions was divided into four questionnaires. A different questionnaire was sent to each group. The responses, which ranged from 500 to 600 per questionnaire, are the basis for this report.¹ One of the criteria for the selection of the original 6,000 companies was employment size. Two hundred employees was the minimum number for companies in manufacturing and retail trade, 100 for the utilities, and 50 for banking and insurance firms. Companies were grouped in small, medium and large categories as follows:

Industry	Company Size by Number of Employees		
	Small	Medium	Large
Manufacturing . . .	200-999	1,000-4,999	5,000 and over
Gas and electric utilities	under 2,500		2,500 and over
Retail trade	under 2,500		2,500 and over
Banking	under 500		500 and over
Insurance	under 1,000		1,000 and over

¹The response rate for the retail trade group was considered too low for presentation in this report. Figures, such as they are, will be made available upon request.

Information about the prevalence of personnel practices, employee services and work rules was elicited for three employee classes:

- (1) Nonexempt nonoffice personnel, consisting of production, maintenance, warehousing and materials-handling workers in manufacturing; power plant, transmission and maintenance people in gas and electric utilities; and store personnel only—such as sales clerks, order clerks, stock clerks, check-out and wrapping clerks, and cashiers—in retail trade. This category was not applicable to banking and insurance companies.
- (2) Nonexempt office personnel in clerical and technical jobs.
- (3) Lower level exempt personnel in professional and technical positions, including first-line supervisors, floor managers, sales managers, and project managers.

Respondents were instructed to report practices at the locations affecting the largest number of each employee class, if they were multilocation employers.

The following tables indicate the general composition of Group 3 (the survey respondent group involved in this part of the report).

Group 3: Respondents to Questions about Hours of Work, Pay Practices, Wage and Salary Policy, and Employee Relocation.

Industry	Number of Respondents by Employment Size							
	Total Respondents		Small		Medium		Large	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Manufacturing	328	100	98	30	114	35	116	35
Gas and electric utilities	26	100	16	62			10	38
Retail trade	26	100	8	31			18	69
Banking	131	100	59	45			72	56
Insurance	56	100	28	50			28	50

**Number and Type of 328 Responding Manufacturers
by Employment Size**

SIC ¹	Industry	Total Respondents		Small	Medium	Large
		Number	Percent ²	Number	Number	Number
20	Food and kindred products	29	9	10	8	11
21	Tobacco	—	—	—	—	—
22	Textile mill products	5	2	1	2	2
23	Apparel	10	3	3	4	3
24	Lumber and wood products	4	1	3	1	—
25	Furniture and fixtures	5	2	—	2	3
26	Paper and allied products	18	5	2	7	9
27	Printing, publishing and allied products	18	5	7	10	1
28	Chemicals and allied products	21	6	4	2	15
29	Petroleum refining	14	4	—	5	9
30	Rubber products	12	4	3	4	5
31	Leather and leather products	4	1	3	1	—
32	Stone, clay and glass products	11	3	3	5	3
33	Primary metal industries	20	6	6	4	10
34	Fabricated metals	46	14	26	14	6
35	Machinery (not electrical)	23	7	10	9	4
36	Electrical machinery, equipment and supplies	36	11	5	17	14
37	Transportation equipment	12	4	3	4	5
38	Professional and scientific instruments	11	3	2	7	2
39	Miscellaneous manufacturing	29	9	7	8	14

Median number of employees in manufacturing: 2,300 (range: 200—611,000)

¹Standard Industrial Classification

²Does not add to 100% because of rounding

I. Hours of Work

Table 1: Normal Workday

Practice ¹	Number of Respondents by Industry and Employee Group																										
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance				
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt				
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100	
Number of hours in a normal workday																											
Less than 8		8		35		29		9		28		19		—		12		8		41		38		84		82	
8 or over		92		65		71		91		74		81		100		88		92		59		64		16		18	
Normal workday modes (in hours) ²																											
7		1		5		5		2		5		4		—		—		—		7		6		9		9	
7½		—		4		4		—		2		1		—		—		—		5		5		21		21	
7¾		5		16		13		5		13		9		—		8		4		22		20		29		27	
7¾		1		7		5		1		6		4		—		—		—		6		3		20		20	
8		96		65		68		98		79		76		100		88		92		59		64		14		18	

¹Less than one percent

²Normal work schedules maintained by the majority of the employees

³Normally scheduled workday hours most frequently mentioned by respondents

Table 2: Normal Workweek

Practice ¹	Number of Respondents by Industry and Employee Group																												
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance						
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt						
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt				
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100			
Number of days in a normal workweek																													
Under 5		*		1		1		*		*		*		—		—		—		2		2		7		7			
5		97		98		98		97		99		99		96		100		96		96		97		93		93			
Over 5		3		*		*		3		*		*		4		—		4		2		2		—		—			
Number of hours in a normal workweek																													
Under 40		8		36		29		8		27		19		—		12		8		41		37		87		85			
40 and over		92		64		70		92		73		81		100		88		92		59		63		13		15			
Normal workweek modes (in hours) ²																													
35		1		5		4		2		5		4		—		—		—		4		4		9		9			
36 1/4		—		3		3		—		1		*		—		—		—		3		3		18		18			
37 1/2		5		17		13		5		13		9		—		8		4		23		20		29		27			
38 1/4		—		6		4		—		5		3		—		—		—		4		3		18		18			
40		88		64		66		87		72		74		96		88		88		58		62		13		15			
45		2		*		3		2		*		5		—		—		—		—		*		—		—			

*Less than one percent

¹Normal work schedules maintained by the majority of the employees²Normally scheduled workweek hours most frequently mentioned by respondents

Table 3: Alternative Work Schedules—Shortened Workweek

Practice¹	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Respondents with programs	23	6	50	9	37	7	22	7	13	4	11	3	1	4	—	—	—	—	19	14	12	9	18	32	14	25
For respondents with programs: Number of days in the shortened workweek	23	100	50	100	37	100	22	100	13	100	11	100	1	100	—	—	—	—	19	100	12	100	18	100	14	100
2		4		—		3		5		—		9		—		—		—		—		—		—		—
3		4		46		38		5		15		9		—		—		47		42		67		57		—
3½		9		2		5		9		8		18		—		—		—		—		—		—		—
4		78		46		43		77		77		55		100		—		—		53		58		17		21
4½		4		6		11		5		—		9		—		—		—		—		—		17		21
Percent of employees so scheduled																										
Under 10		64		89		87		62		83		89		100		—		—		94		91		87		80
10—24		23		—		—		24		—		—		—		—		—		—		—		—		—
25—49		5		2		—		5		8		—		—		—		—		—		—		—		—
50 and over		9		9		13		10		8		11		—		—		—		6		9		13		20

¹Some or all employees work the normally scheduled number of hours in less than 5 days a week.

Table 4: Alternative Work Schedules—Flexible Time

Practice ¹	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Respondents with programs	11	3	87	16	78	14	11	3	46	14	39	12	—	—	1	4	1	4	21	16	19	15	19	34	19	34
For respondents with programs:	11	100	87	100	78	100	11	100	46	100	39	100	—	—	1	100	1	100	21	100	19	100	19	100	19	100
Percent of employees so scheduled																										
Under 10		11		31		33		11		24		24		—		100		100		63		61		6		19
10—24		44		19		19		44		24		24		—		—		—		16		22		13		6
25—49		11		4		4		11		5		3		—		—		—		—		6		6		6
50 and over		33		46		43		33		48		50		—		—		—		21		11		75		69

¹A flexible time or variable day basis allows employees to choose their own starting and quitting time within a specified "core" day, so long as each works the total number of scheduled hours in the week or the day.

Table 5: Alternative Work Schedules—Other Arrangements

Practice	Number of Respondents by Industry and Employee Group																										
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance				
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt				
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100	
Job-sharing arrangements in which two people share one full-time job		1		6		2		2		4		2		—		4		4		12		3		11		2	
Work-at-home arrangements		2		15		30		2		16		34		—		4		12		12		25		20		27	

II. Pay Practices

Table 6: Wage and Salary Payment Procedures

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Pay periods																										
Weekly		79		30		16		83		44		22		28		19		8		7		5		9		7
Biweekly		17		33		30		13		26		24		64		54		46		35		32		63		52
Semimonthly		4		33		42		3		26		37		8		27		31		52		56		27		38
Monthly		*		4		13		*		4		17		—		—		15		5		7		2		4
How payment is made ¹																										
Number of reporting respondents	354	100	410	100	410	100	328	100	328	100	328	100	26	100	26	100	26	100					56	100	56	100
Cash		1		1		1		2		2		1		—		—		—						2		2
Check		99		99		99		98		98		99		100		100		100					98		98	
Automatic deposit of wages in personal checking account (on request)		23		35		40		23		34		40		20		23		23						43		45
Check-cashing provisions																										
Number of reporting respondents	59	100	90	100	88	100	55	100	61	100	59	100	4	100	4	100	4	100					25	100	25	100
In-house check-cashing arrangement		27		24		22		29		30		25		—		—		—						16		16
Local bank cashes checks on company premises		2		4		6		2		3		5		—		—		—						8		8
Local bank cashes checks in the bank		64		64		65		64		61		61		75		75		75						72		72
Other		7		7		8		5		7		8		25		25		25						4		4

*Less than one percent

¹Banks have been omitted from questions regarding the form of wage payment and provisions for check cashing for obvious reasons.

Table 7: Special Wage and Salary Payment Practices

Practice	Number of Respondents by Industry and Employee Group																										
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance				
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt				
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		
No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	25	100	26	100	26	100	131	100	131	100	56	100	56	100	
Payment of salaries to any group of employees who would normally be paid by the hour in most companies		16						17						4													
Payment of salary increase in a lump sum rather than in regular paychecks, if requested by employee		*		2		2		*		*		1		—		—		—		*		*		9		13	
Payment by the company of employee's share of federal social security tax		3		2		2		3		3		3		—		—		—		2		2		—		—	
Cost-of-living adjustment (COLA)																											
Payment of COLA according to union contract covering nonoffice non-exempt employees		33						35						12													
For respondents with such COLA's:			117	100	117	100			114	100	114	100			3	100	3	100									
Some or all of COLA is also given to nonunion groups explicitly as a COLA					49		35				48		36				67		—								

* Less than one percent

Table 8: Special Rates of Pay—Work Over Schedule in a Normal Workday

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Respondents with normal workday less than 8 hours ¹	27	100	188	100	155	100	27	100	85	100	61	100	—	—	3	100	2	100	53	100	46	100	47	100	46	100
Rate of pay for work over schedule up to 8 hours																										
Straight time		46		64		41		46		60		45		—		33		50		72		45		66		30
Time-and-a-half		50		25		7		50		33		11		—		67		—		2		—		32		10
Compensatory time off		—		—		1		—		—		—		—		—		—		—		2		—		2
Neither pay nor time off		4		11		50		4		7		44		—		—		50		26		52		2		58
Respondents specifying rate of pay for work over 8 hours	335	100	490	100	471	100	311	100	314	100	299	100	24	100	25	100	26	100	105	100	101	100	46	100	45	100
Rate of pay for such work																										
Straight time		5		15		25		5		8		23		—		4		12		34		35		26		20
Time-and-a-half		93		80		15		93		90		21		96		92		23		50		14		72		13
Variable ²		*		*		*		*		—		7		4		4		27		*		*		—		4
Compensatory time off		*		*		4		*		*		5		—		—		—		*		2		—		2
Neither pay nor time off		*		4		46		*		*		43		—		—		38		13		49		2		60

* Less than one percent

¹See Table 1 for frequency of practice.

²Based on a formula by which rates vary, usually by salary level and amount of overtime

Table 9: Supper Allowance for Overtime Workers

Practice ¹	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Respondents providing a supper allowance	98	28	183	34	193	36	74	23	70	21	71	22	24	92	25	96	22	85	69	53	70	53	19	34	30	54
For respondents with such allowances:	98	100	183	100	193	100	74	100	70	100	71	100	24	100	25	100	22	100	69	100	70	100	19	100	30	100
Amount paid																										
Full, reasonable cost		20		23		38		16		29		47		30		31		65		16		24		11		23
Standard allowance		72		75		61		74		66		50		65		65		35		84		76		89		77
Median amount	\$3.00 ^a		\$3.00 ^b		\$3.50 ^c		\$3.00		\$3.50		\$4.00		\$3.00		\$3.00		\$3.00		\$3.00		\$3.00		\$3.00		\$4.00	
Other ²		9		2		1		10		4		3		4		4		—		—		—		—		—

¹The number of hours of overtime required to be eligible for the supper allowance ranged from one-quarter of an hour to 6 hours; however, over 50 percent of respondents reported this requirement to be 2 hours.

²Includes allowances of one-half the employee's hourly rate and those that vary by operation or location

^aResponses ranged from \$1.50 to \$6.00.

^bResponses ranged from \$1.00 to \$10.00.

^cResponses ranged from \$1.50 to \$10.00.

Table 10: Special Rates of Pay—Work Over Schedule in a Normal Workweek

Practice	Number of Respondents by Industry and Employee Group																							
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking					
	Nonexempt			Lower level			Nonexempt			Lower level			Nonexempt			Lower level			Nonexempt			Lower level		
	Production or Operations	Office and Clerical	Exempt	Production	Office and Clerical	Exempt	Production	Office and Clerical	Exempt	Production	Office and Clerical	Exempt	Production	Office and Clerical	Exempt	Production	Office and Clerical	Exempt	Production	Office and Clerical	Exempt	Production	Office and Clerical	Exempt
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100
Respondents with normal workweek less than 40 hours ¹	26	100	191	100	156	100	26	100	87	100	61	100	—	—	3	100	2	100	53	100	46	100	48	100
Rate of pay for work over schedule up to 40 hours																								
Straight time	50		63		37		50		57		44		—		33		50		74		37		64	
Time-and-a-half	50		28		9		50		36		12		—		67		—		8		2		36	
Compensatory time off	—		—		2		—		—		—		—		—		—		5		—		—	
Neither pay nor time off	—		9		52		—		7		44		—		—		50		19		56		—	
Respondents specifying rate of pay for exempt employees for approved work over 40 hours in a week					529	100					325	100					25	100			128	100		
Rate of pay for such work																								
Straight time ²					19						23						20				13			14
Time-and-a-half ²					14						16						12				9			14
Variable ³					9						11						16				4			2
Compensatory time off					6						5						—				11			4
Neither pay nor time off					47						42						32				59			65
Other					4						3						20				4			2

¹See Table 2 for frequency of practice.²A small percentage of these respondents further qualified the compensation of exempt overtime as follows: Some respondents indicated that only foremen or first-line supervisors were compensated for approved overtime; all other exempt personnel were given neither pay nor time off. A few respondents paid straight time or time-and-a-half only for hours worked in excess of 42, 44, 46½, or, as in one utility, 50 hours in a week. A monthly "corridor" of 17 hours was mentioned by another utility; and in one bank the basis for exempt overtime was time in excess of 204 hours a month.³Based on a formula by which rates vary, usually by salary level and amount of overtime

Table 11: Special Rates of Pay—Work on Saturday or Sunday

Practice	Number of Respondents by Industry and Employee Group																										
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance				
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt				
	Production or Operations	Office and Clerical	Lower level Exempt				Production	Office and Clerical	Lower level Exempt				Operations	Office and Clerical	Lower level Exempt				Office and Clerical	Lower level Exempt			Office and Clerical	Lower level Exempt			
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100	
Respondents specifying rate of pay for work on Saturday as such:	324	100	476	100	446	100	301	100	291	100	277	100	23	100	21	100	21	100	116	100	103	100	48	100	45	100	
Rate of pay for such work																											
Straight time		26		27		29		25		26		32		39		43		52		28		24		21		13	
Time-and-a-half		68		68		17		69		70		18		57		57		5		62		15		79		24	
Double time		2		*		*		2		*		*		4		—		—		—		—		—		—	
Variable ¹		1		1		9		1		*		7		—		—		14		3		15		—		11	
Compensatory time off		—		1		6		—		*		5		—		—		—		3		10		—		4	
Neither pay nor time off		2		2		38		2		2		38		—		—		29		3		37		—		47	
Respondents specifying rate of pay for work on Sunday as such:	304	100	398	100	369	100	282	100	259	100	235	100	22	100	20	100	20	100	81	100	76	100	38	100	38	100	
Rate of pay for such work																											
Straight time		14		18		25		12		16		27		36		35		50		20		18		18		11	
Time-and-a-half		23		42		12		22		32		9		27		20		—		64		20		76		18	
Double time		59		37		12		61		49		17		36		45		5		12		4		5		3	
Triple time		*		*		*		1		*		1		—		—		—		—		—		—		—	
Variable ¹		1		*		6		1		*		7		—		—		15		—		7		—		13	
Compensatory time off		—		*		6		—		*		6		—		—		—		1		9		—		5	
Neither pay nor time off		2		2		36		2		2		32		—		—		30		2		42		—		50	

*Less than one percent

¹Based on a formula by which rates vary, usually by salary level and amount of time worked

Table 12: Special Rates of Pay—Work on the Sixth or Seventh Day

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Respondents specifying rate of pay for work on the sixth day as such:	294	100	426	100	407	100	270	100	266	100	254	100	24	100	22	100	22	100	94	100	89	100	43	100	42	100
Rate of pay for such work																										
Straight time		6		8		21		6		6		24		—		—		18		15		18		5		12
Time-and-a-half		90		90		24		90		92		25		96		100		32		81		19		95		24
Double time		2		*		*		1		—		—		4		—		—		1		1		—		—
Variable¹		1		*		8		1		*		7		—		—		18		1		8		—		10
Compensatory time off		—		*		6		—		*		6		—		—		—		2		10		—		5
Neither pay nor time off		1		*		40		1		1		37		—		—		32		1		44		—		50
Respondents specifying rate of pay for work on the seventh day as such:	275	100	371	100	344	100	251	100	238	100	218	100	24	100	22	100	21	100	74	100	69	100	37	100	36	100
Rate of pay for such work																										
Straight time		5		6		20		5		5		24		—		36		19		9		14		5		8
Time-and-a-half		33		55		16		33		47		14		42		64		14		73		19		84		22
Double time		59		37		11		59		46		14		58		—		19		15		4		11		6
Triple time		1		*		*		1		—		—		—		—		—		1		1		—		—
Variable¹		*		—		8		*		—		8		—		—		19		—		4		—		11
Compensatory time off		—		*		7		—		*		7		—		—		—		—		9		—		6
Neither pay nor time off		1		1		37		1		1		33		—		—		29		1		48		—		47

*Less than one percent

¹Based on a formula by which rates vary, usually by salary level and amount of time worked

Table 13: Special Rates of Pay—Second Shift Differentials

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Respondents with second shift work schedules	315	89	323	60	328	61	294	90	184	56	220	67	21	81	12	46	14	54	93	71	74	57	34	61	20	36
For respondents with such schedules:	315	100	323	100	328	100	294	100	184	100	220	100	21	100	12	100	14	100	93	100	74	100	34	100	20	100
Type and amount of premium paid																										
None		5		13		33		4		12		35		10		—		50		14		24		18		30
Percent of base rate		27		50		36		28		40		29		10		8		7		70		57		62		50
Median percent		10% ^a		10% ^b		10% ^b		10%		10%		10%		**		**		**		10%		10%		10%		10%
Cents per hour		56		22		8		55		31		9		71		92		36		3		3		3		—
Median rate		20¢ ^c		22¢ ^d		25¢ ^e		20¢		20¢		25¢		22¢		25¢		25¢		**		**		**		—
Dollars per week		2		5		4		2		6		6		—		—		—		3		1		3		—
Median rate		\$8.00 ^f		\$10.00 ^g		\$11.00 ^h		\$8.00		\$10.00		\$11.00		—		—		—		**		**		**		—
Dollars per month		*		5		7		*		5		10		—		—		—		6		4		—		—
Median rate		**		\$40.00 ^g		\$43.00 ^h		**		\$40.00		\$43.00		—		—		—		\$40.00		**		—		—
8 hours pay for less than 8 hours work		2		2		2		2		2		2		—		—		7		3		3		3		—
Other ⁱ		7		4		10		7		4		10		10		—		—		—		8		12		20

*Less than one percent

**Insufficient response

ⁱIncludes rates that vary by occupation, service, location and so forth^aResponses ranged from 1.5 to 50 percent of base rate. The 10 percent premium was cited by over 50 percent of the group using this type of premium.^bResponses ranged from 2 to 100 percent of base rate. The 10 percent premium was cited by over 50 percent of the group using this type of premium.^cResponses ranged from 2 to 99 cents per hour.^dResponses ranged from 7 to 70 cents per hour.^eResponses ranged from 12 to 50 cents per hour.^fResponses ranged from \$3.00 to \$25.00 per week.^gResponses ranged from \$15.00 to \$50.00 per month.^hResponses ranged from \$20.00 to \$170.00 per month.

Table 14: Special Rates of Pay—Third Shift Differentials

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Respondents with third shift work schedules	251	71	228	42	247	46	235	72	129	39	171	52	16	62	11	42	12	46	70	53	52	40	18	32	12	21
For respondents with such schedules:	251	100	228	100	247	100	235	100	129	100	171	100	16	100	11	100	12	100	70	100	52	100	18	100	12	100
Type and amount of premium paid																										
None		3		9		28		3		9		31		6		—		42		11		17		6		17
Percent of base rate		24		46		36		26		32		27		—		9		8		73		63		67		67
Median percent		10% ^a		10% ^a		10% ^b		10%		10%		10%		—		**		**		10%		10%		10%		10%
Cents per hour		59		25		11		57		35		12		88		82		42		3		2		6		—
Median rate		25 ^c		30 ^d		30 ^e		25 ^c		30 ^e		35 ^e		25 ^c		25 ^c		28 ^c		**		**		**		—
Dollars per week		2		4		4		2		7		6		—		—		—		1		—		—		—
Median rate		\$10.00 ^f		\$13.00 ^f		\$15.00 ^g		\$10.00		\$13.00		\$15.00		—		—		—		**		—		—		—
Dollars per month		—		6		9		—		7		11		—		—		—		6		6		—		—
Median rate		—		\$48.00 ^h		\$50.00 ⁱ		—		\$45.00		\$50.00		—		—		—		**		**		—		—
8 hours pay for less than 8 hours work		5		3		4		6		3		6		—		—		—		1		—		6		—
Other ¹		7		7		9		7		8		8		6		9		8		4		12		17		17

**Insufficient response

¹Includes rates that vary by occupation, service, location and so forth^aResponses ranged from 1.2 to 20 percent of base rate.^bResponses ranged from 2 to 20 percent of base rate.^cResponses ranged from \$.05 to \$3.39 per hour.^dResponses ranged from \$.08 to \$1.00 per hour.^eResponses ranged from \$.15 to \$1.00 per hour.^fResponses ranged from \$6.00 to \$25.00 per week.^gResponses ranged from \$6.00 to \$26.00 per week.^hResponses ranged from \$25.00 to \$60.00 per month.ⁱResponse ranged from \$10.00 to \$175.00 per month.

Table 15: Pay Practices in General Emergency Closings

Practice ¹	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Pay practices																										
Number of reporting respondents ²	316	100	497	100	491	100	297	100	309	100	306	100	19	100	19	100	20	100	114	100	110	100	55	100	55	100
Full wages paid	30		77		91		27		67		88		68		79		85		96		98		98		98	
Employee excused with no pay	42		6		*		45		10		1		5		—		—		*		—		—		—	
Vacation, personal or sick leave may be used	23		14		7		24		21		10		11		11		5		3		*		—		—	
Other ³	5		2		2		4		2		1		16		11		10		*		*		2		2	

*Less than one percent

¹When facility is closed for the day in emergencies, such as severe weather, power blackouts, or transportation strikes

²About 8 percent of total respondents did not reply to this question or indicated that they never close. The basis for calculating percentages excludes these respondents.

³Includes companies that provide a minimum of 4 hours reporting pay

III. Wage and Salary Policy

Table 16: Communicating Pay Data

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt		Lower level		Nonexempt		Lower level	
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Information given to employees about wages or salaries																										
Employee's own job grade		74		70		63		73		63		56		85		77		73		85		78		68		63
Minimum and maximum pay for the employee's own job grade		63		64		59		63		56		52		73		73		65		83		77		61		57
Pay range for job grade of possible promotion		51		53		48		50		44		40		58		54		46		74		68		55		52
How company pay ranges are determined or salary structure is set explained																										
In private, on request		25		42		44		26		43		45		15		19		39		45		43		39		43
In employee publication		18		20		19		18		17		16		12		15		23		24		22		32		32
Average raise in past year in employee's own job category		17		19		19		17		20		20		19		19		12		23		22		9		9
How raise was apportioned for performance and cost-of-living adjustment		12		15		16		12		18		19		12		12		12		12		12		7		7

Table 17: Wage and Salary Increases

Practice¹	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Frequency per year of consideration																										
Once		56		69		84		66		67		81		62		64		96		73		85		73		89
Twice		14		18		6		14		20		7		17		24		—		13		5		14		4
According to union contract		7		*		*		7		*		*		4		—		—		—		—		—		—
Varies by pay grade or salary, position in pay range,² or performance level		6		7		5		6		6		6		17		8		—		8		6		5		2
Other		7		6		5		7		6		5		—		4		4		6		5		7		5
Basis for increase																										
“Across-the-board” general increase, other than cost-of-living adjustments³		62		22		14		61		27		19		77		65		19		9		7		5		4
Preset progression of increments based on length of service		39		13		5		36		12		4		69		46		8		10		5		9		9
Merit increase plan based on individual performance appraisal	175	49	463	86	480	89	164	50	282	86	295	90	11	42	18	69	23	89	117	89	116	89	46	82	46	82
For respondents with such a plan:	175	100	463	100	480	100	164	100	282	100	295	100	11	100	18	100	23	100	117	100	116	100	46	100	46	100
When awarded																										
Same time every year for all employees		24		21		26		24		24		25		18		17		30		20		29		7		22
Anniversary date of each employee		47		73		68		46		67		66		64		78		70		78		68		91		76
Other		29		7		6		30		9		9		18		6		—		3		3		2		2
Plan uses a “forced distribution”⁴		15		25		25		15		22		23		9		44		35		29		29		24		26

*Less than one percent

¹Does not include increases based on job promotions²A typical case of consideration for increase depending on the employee's position in the pay range takes place twice a year until the employee reaches the mid-point, and once a year from then on. These cases account for about one-third to one-half of the respondents in this variable category.³That is, the same size pay increases for almost all employees in a group⁴That is, size of increase is determined according to a guide stating the relative percentage of employees in a group allowed at various individual performance levels

Table 18: Wage Incentive and Bonus Plans

Practice	Number of Respondents by Industry and Employee Group																													
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance							
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt							
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt					
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%				
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100				
Wage incentive plan for hourly paid employees ¹	36 ^a						36						a																	
Work measurement or work standards program used as a wage incentive plan for office or clerical employees							5						3						—				7				18			
Bonus or incentive plan limited to first-line supervisors							6						9										2							
Year-end or Christmas bonus plan	82	23	156	29	153	28	79	24	101	31	98	30	3	12	3	12	3	12	36	28	36	28	16	29	16	29				
For respondents with such a plan:	82	100	156	100	153	100	79	100	101	100	98	100	3	100	3	100	3	100	36	100	36	100	16	100	16	100				
Basis for determining amount of bonus																														
Equal amount to all employees	26						16						13						24				16							
Percentage of individual wages or salary	38						49						42						—				69				63			
Length of service	21						15						12						33				3				25			
Job performance	4						8						14						20				—				—			
Other ²	12						12						13						15				14				6			

¹That is, a plan that incorporates piece rates and/or production bonuses

²Includes formulas involving salary level and length of service or performance rating

^aNot applicable to operations workers in gas and electric utilities. Total respondents in this instance are 328 manufacturers.

Table 19: Job Evaluation Programs

Practice ¹	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Respondents with programs	209	59	435	80	413	76	203	62	261	80	246	75	6	23	17	65	21	81	111	85	101	77	46	82	45	80
For respondents with programs:	209	100	435	100	413	100	203	100	261	100	246	100	6	100	17	100	21	100	111	100	101	100	46	100	45	100
System of job evaluation for nonoffice jobs that is the same as that applied to nonexempt office and clerical jobs		37						36					67													
System of job evaluation for non-exempt office and clerical jobs that is the same as that applied to lower level exempt positions					59				57					47				62					70			

¹A program to determine relative job worth and establish pay equity for jobs on any group level

IV. Employee Relocation

Table 20: Number of Transfers

Practice ¹	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Respondents initiating employee transfers	80	23	156	29	366	68	68	21	94	29	253	77	12	46	13	50	18	69	32	24	59	45	17	30	36	64
Percent transferred in 1978 ²																										
Number of reporting companies	61	100	111	100	303	100	51	100	67	100	215	100	10	100	11	100	16	100	20	100	43	100	13	100	29	100
0		46		41		11		51		46		10		20		36		19		25		16		46		7
1		34		36		40		33		39		41		40		55		19		15		42		38		45
2—9		16		14		41		14		10		42		30		—		44		35		35		8		38
10 and over		3		9		8		2		4		7		10		9		19		25		7		8		10
Percent transferred in 1978 who were women																										
Number of reporting companies	44	100	83	100	262	100	35	100	44	100	186	100	9	100	9	100	15	100	20	100	36	100	10	100	25	100
0		75		47		56		74		52		60		78		56		47		30		42		50		52
1—9		20		23		26		20		27		27		22		22		47		15		17		20		20
10—49		5		10		11		6		11		8		—		11		—		5		19		10		28
50—74		—		8		5		—		2		4		—		—		—		25		17		10		—
75 and over		—		12		2		—		7		*		—		11		7		25		6		10		—
Percent of employees who refused to transfer in 1978																										
Number of reporting companies	34	100	67	100	214	100	26	100	32	100	147	100	8	100	8	100	12	100	19	100	35	100	8	100	20	100
0		76		73		66		77		75		67		75		75		67		63		69		88		60
1		12		12		17		12		16		19		13		—		17		16		17		—		5
2—9		3		9		7		4		6		5		—		13		8		16		9		—		15
10 and over		9		6		10		8		3		10		13		13		8		5		6		13		20

* Less than one percent

¹Company-initiated transfers of individual employees to other company locations necessitating a household move for the employee

²Estimated by respondents

Table 21: Transfer Decisions

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Respondents initiating employee transfers	80	23	156	29	366	68	88	21	94	29	253	77	12	46	13	50	18	69	32	24	59	45	17	30	36	64
For respondents with such transfers:	80	100	156	100	366	100	88	100	94	100	253	100	12	100	13	100	18	100	32	100	59	100	17	100	36	100
Company employee relocation policy is a formal, written one		86		88		83		85		100		89		92		85		94		53		54		94		86
Transfer proposal must be approved by:																										
President		6		8		19		6		5		17		8		8		11		19		29		—		14
Corporate personnel officer		40		37		43		41		37		45		33		23		28		44		46		35		39
Plant manager		39		24		26		40		31		32		33		15		22		16		10		12		8
Division head		48		52		62		44		52		64		67		62		72		34		42		76		78
Relocation assistance administrator		5		11		8		6		12		8		—		—		—		9		3		12		14
Group vice president		25		19		28		22		18		29		42		54		67		13		17		6		14
Profit center director		8		11		13		9		14		15		—		8		6		3		5		12		17
Other		11		11		11		9		6		10		25		15		11		19		14		18		11
Spouse and/or other family members are included in discussions regarding:																										
Transfer decision		5		13		17		4		13		16		8		15		11		9		19		18		25
Transfer process		24		26		28		24		29		30		25		23		22		16		20		25		28
Spouse is assisted in obtaining employment in new location comparable to former situation		15		20		22		18		20		21		—		—		—		25		24		24		31
Psychological or family counseling is provided for employee and family, if needed		6		6		5		7		9		6		—		—		—		3		5		6		3

V. Employee Relocation Assistance

Table 22: House-hunting Trips

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt		Lower level		Nonexempt		Lower level	
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents ¹	80	100	156	100	366	100	66	100	94	100	253	100	12	100	13	100	18	100	32	100	59	100	17	100	36	100
Respondents providing expense-paid house-hunting trips to new location	50	63	114	73	342	93	43	63	78	83	252	100	7	58	9	69	17	94	14	44	37	63	13	76	36	100
For respondents providing such trips:	50	100	114	100	342	100	43	100	78	100	252	100	7	100	9	100	17	100	14	100	37	100	13	100	36	100
Number of trips for:																										
Employee																										
One		39		37		41		45		39		40		—		13		29		15		35		62		54
Two		45		43		41		39		39		40		63		63		57		54		44		38		40
Other		16		20		18		16		22		20		17		25		14		31		21		—		6
Spouse and/or other family members																										
One		58		52		54		66		55		54		—		14		31		31		41		77		74
Two		33		35		35		26		35		35		80		57		54		38		41		23		24
Other, including none		10		13		11		9		11		11		20		29		15		31		18		—		3

¹ Respondents initiating employee transfers, see Table 20.

Table 23: Temporary Living Allowances

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents¹	80	100	156	100	366	100	68	100	94	100	253	100	12	100	13	100	18	100	32	100	59	100	17	100	36	100
Respondents providing temporary living allowance at new location	41	51	76	49	220	60	35	51	53	56	165	65	6	50	5	38	10	56	11	34	25	42	7	41	20	56
For respondents with such allowance:	41	100	76	100	220	100	35	100	53	100	165	100	6	100	5	100	10	100	11	100	25	100	7	100	20	100
Allowance² is paid for:																										
Employee		85		83		82		86		85		83		83		100		70		73		80		71		85
Spouse		61		62		67		66		66		70		33		20		30		64		60		57		70
Other dependents		61		59		61		66		64		63		33		20		30		64		56		43		65

¹Respondents initiating employee transfers, see Table 20.

²The median number of days reported for such allowance was 30 days for the employee, as well as for the spouse and other dependents.

Table 24: Transportation and Household Moving

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents ¹	80	100	156	100	366	100	68	100	94	100	253	100	12	100	13	100	18	100	32	100	59	100	17	100	36	100
Expenses paid in part, or entirely, by the company																										
Transportation of employee	78		82		95		79		91		100		67		85		94		53		73		82		100	
100% paid	71		78		94		72		87		99		67		85		94		47		68		82		100	
Transportation of employee's family	75		81		95		78		91		100		58		77		89		50		69		82		100	
100% paid	69		77		93		71		87		99		58		77		89		44		64		82		100	
Shipment of household goods	80		82		97		76		90		100		100		85		89		53		80		88		100	
100% paid	75		78		94		72		86		97		92		85		89		47		76		82		97	
Incidental moving expenses ²	69		72		83		71		82		88		67		69		78		47		64		71		81	
100% paid	56		56		60		59		68		65		42		46		56		34		37		35		58	

¹Respondents initiating employee transfers, see Table 20.

²Such as removing, cleaning and reinstalling rugs and drapes, and disconnecting and reconnecting utilities and appliances.

Table 25: Home Disposal

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents¹	80	100	156	100	366	100	68	100	94	100	253	100	12	100	13	100	18	100	32	100	59	100	17	100	36	100
Respondents providing home disposal assistance	31	39	68	44	209	57	25	37	46	49	155	61	6	50	6	46	11	61	6	19	23	39	10	59	20	56
For respondents with such provision:	31	100	68	100	209	100	25	100	46	100	155	100	6	100	6	100	11	100	6	100	23	100	10	100	20	100
Features of assistance program																										
Purchase by company of employee's house at fair market value²		42		53		54		40		52		52		50		50		46		83		65		40		55
Reimbursement of loss on sale of employee's house at fair market value³		26		29		29		32		30		30		—		—		18		33		22		40		35
Reimbursement of selling costs		84		90		87		84		89		87		83		83		73		83		78		100		100
Reimbursement of duplicate expenses on vacant house³		45		50		46		52		50		47		17		33		18		50		44		60		55
Provision of services of an outside relocation management agency		26		37		36		28		37		38		17		50		27		33		30		30		30
Reimbursement of lease cancellation penalties, if renting		84		91		83		88		94		84		67		83		73		83		70		90		95

¹Respondents initiating employee transfers, see Table 20.²Or other similar valuation³Such as insurance premiums, lawn mowing, heat and light

Table 26: Home Purchase or Rental

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents¹	80	100	156	100	366	100	68	100	94	100	253	100	12	100	13	100	18	100	32	100	59	100	17	100	36	100
Respondents providing home purchase or rental assistance	29	36	72	46	204	56	26	38	50	53	152	60	3	25	3	23	7	39	10	31	26	44	9	52	19	52
For respondents with such assistance:	29	100	72	100	204	100	26	100	50	100	152	100	3	100	3	100	7	100	10	100	26	100	9	100	19	100
Features of assistance program																										
Reimbursement of closing costs		79		78		76		77		78		77		100		100		86		60		81		89		84
Provision of equity advance for the down payment		59		47		53		58		48		55		67		33		43		30		39		67		68
Short-term low- or no-interest loan other than equity advance²		38		53		51		42		50		49		—		—		14		70		65		67		63
Provision of a mortgage rate or rent differential for a specified period		21		24		27		27		28		28		—		—		—		—		19		44		42
Provision of an outside home-finding service		31		38		45		35		38		47		—		33		14		50		50		22		26

¹Respondents initiating employee transfers, see Table 20.²Includes companies that will only guarantee short-term commercial bank loans and those that will pay the interest on loans for about 90 days

Table 27: Area Wage Differentials

Practice¹	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents²	80	100	156	100	366	100	68	100	94	100	253	100	12	100	13	100	18	100	32	100	59	100	17	100	36	100
Respondents providing area wage differentials	14	18	40	26	81	22	14	21	23	24	55	22	—	—	2	15	2	11	8	25	20	7	7	41	12	33
For respondents with such provision:	14	100	40	100	81	100	14	100	23	100	55	100	—	—	2	100	2	100	8	100	20	100	7	100	12	100
Features of plan																										
Supplement to base pay for the duration of assignment only		21		23		18		21		26		22		—		50		50		25		17		—		—
Salary adjustment based solely on regional salary ranges		27		58		58		57		61		56		—		—		—		63		67		57		67
Specified lump-sum allowance made in a limited number of payments		7		5		12		7		4		15		—		—		—		—		—		14		17
Other		14		15		11		14		9		7		—		50		50		13		17		29		17

¹The payment of a wage or salary supplement to employees who are transferred to areas with a higher cost of living than the ones they left.²Respondents initiating employee transfers, see Table 20.

Table 28: Income Tax

Practice ¹	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents ²	80	100	156	100	366	100	68	100	94	100	253	100	12	100	13	100	18	100	32	100	59	100	17	100	36	100
Employee is informed about the provisions of the Tax Reform Act of 1976 regarding relocation expenses		78		76		84		78		82		89		75		89		78		59		66		76		83
Respondents reimburse employee for additional tax liability	31	39	72	46	188	51	27	40	50	53	147	58	4	33	4	31	8	44	8	25	16	27	10	59	17	47
For respondents with such reimbursement:	31	100	72	100	188	100	27	100	50	100	147	100	4	100	4	100	8	100	8	100	16	100	10	100	17	100
Basis for reimbursement																										
Fiat allowance ³		10		8		11		11		10		12		—		—		—		12		12		—		—
Formula based on employee's income level		32		28		36		33		32		38		25		25		38		12		25		20		29
Actual calculation of employee's income tax to determine additional liability		52		57		47		48		52		45		75		75		50		63		50		70		59
Other		6		7		6		7		6		5		—		—		12		12		12		10		12

¹The "grossing-up" or offsetting of the additional tax liability to the transferred employee on the amount of company relocation assistance²Respondents initiating employee transfers, see Table 20.³Usually a standard percentage, ranging from 25 to 33 percent of the taxable amount of assistance

Table 29: New Hires

Practice ¹	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Respondents assisting new hires	35	10	73	13	365	67	31	9	50	15	260	79	4	15	4	15	18	69	12	9	55	42	7	12	32	57
For respondents with such assistance:	35	100	73	100	365	100	31	100	50	100	260	100	4	100	4	100	18	100	12	100	55	100	7	100	32	100
Assistance differs from that extended to regular employees who are transferred		56		53		57		58		58		61		50		50		61		25		40		71		56
Expenses paid by company																										
Transportation of employee	69		78		87		71		80		89		50		75		72		67		78		86		97	
100% covered	66		77		85		68		78		87		50		75		72		67		75		86		94	
Transportation of employee's family	68		73		84		68		78		87		50		75		67		50		73		71		91	
100% covered	63		71		83		65		78		86		50		75		67		50		69		71		91	
Shipment of household goods	63		75		90		65		78		89		50		75		89		67		89		86		94	
100% covered	63		74		86		65		78		87		50		75		89		67		84		71		88	
Incidental moving expenses ²	11		23		30		13		24		32		—		—		11		25		25		29		31	
100% covered	11		14		20		13		12		22		—		—		6		17		18		29		19	
Loss on sale of house	6		3		3		3		2		2		25		—		—		—		9		14		3	
100% covered	3		1		2		3		2		—		—		—		—		—		7		—		—	
Duplicate home expenses ³	6		5		7		6		4		7		—		—		—		8		11		14		6	
100% covered	6		5		5		6		4		5		—		—		—		8		7		—		6	
Selling costs on former house	—		12		13		—		12		14		—		—		—		8		11		29		16	
100% covered	—		11		1		—		12		12		—		—		—		8		7		14		9	
Closing costs on purchase of new house	—		11		13		—		12		14		—		—		—		8		18		14		9	
100% covered	—		11		12		—		12		12		—		—		—		8		16		14		6	
Lease cancellation penalties, if renting	9		8		16		6		8		16		25		—		—		8		13		14		16	
100% covered	9		8		13		6		8		15		25		—		—		8		9		14		16	
Mortgage rate or rent differential	—		8		5		—		8		3		—		—		6		17		16		—		6	

Table 29: New Hires (Continued)

House-hunting trip to new location for:													
New employee	40	63	73	39	58	75	50	75	67	58	64	100	75
Spouse and/or other family member	40	62	71	39	62	73	50	75	67	42	64	86	69
Temporary living expenses at new location	63	66	75	65	76	79	50	50	67	25	56	71	78
Median number of days allowed for:													
Employee	30	30	30	30	30	30	**	**	30	**	30	30	30
Spouse	15	30	30	14	30	30	**	—	30	**	30	**	28
Other dependents	15	30	30	14	30	30	**	—	30	**	30	**	28
Additional tax liability due to company relocation assistance allowances	14	21	20	13	20	22	25	—	—	17	15	43	22
100% covered	11	16	16	10	16	18	25	—	—	17	11	29	19

*Less than one percent

**Insufficient response

*The provision of relocation assistance to newly hired employees whose first assignments necessitate a household move

*Such as removing, cleaning and reinstalling rugs and drapes, and disconnecting and reconnecting utilities and appliances

*Such as utilities, insurance premiums, and lawn care for the period after a new house is bought and the old house is not yet sold

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THE CONFERENCE BOARD



information bulletin

Personnel Practices III: Employee Services, Work Rules

by Harriet Gorlin

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THE ATMOSPHERE IN THE WORKPLACE is highly affected by and is, in part, a product of the company's work rules and employee services. What workers may expect each day in terms of conveniences and restrictions, assistance and discipline is the subject of this report, the third in The Conference Board's current examination of personnel practices in the workplace.¹ Together, these reports afford an intimate but sweeping view of the substance of employee relations—the quid pro quo beyond wages and salaries.

Grievance Systems

A comparison with the Board's previous survey on personnel practices, conducted 15 years ago, indicates that emphases in workplace rules and services have changed. Through its Information Service and various Councils, the Board has always been uniquely aware of the areas of concern to its Associate Members. Survey questions are chosen on this basis. For example, questions included in the previous survey on disciplinary measures for insubordination, carelessness, dishonesty, intoxication and fighting are no longer being asked in the same form. Most business organizations now provide employees with an internal means of adjudication in unsatisfactory situations. The emphasis is on grievance systems, union and nonunion, employee advisory councils, and ombudspersons. Two out of three responding firms provide a grievance system for nonunion employees; about 10 percent overall support employee advisory boards; and in half the companies someone is designated to hear and advise grievants.²

¹Harriet Gorlin, *Personnel Practices I: Recruitment, Placement, Training, Communication and Personnel Practices II: Hours of Work, Pay Practices, Relocation*. The Conference Board, Information Bulletins No. 89 and 92, 1981.

²For a fuller discussion of grievance systems, see: Ronald Berenbeim, *Nonunion Complaint Systems: a Corporate Appraisal*. The Conference Board, Report No. 770, 1980.

Sensing Techniques

Moreover, management is now concerned with why negative behavior occurs and how—besides taking disciplinary actions—these problems can be solved or avoided. Companies today use a number of sensing techniques, such as attitude surveys, exit interviews, open meetings, "open door" policies, and "speak out" programs. Employee attitude surveys are used by two out of five responding companies; exit interviews by four out of five; and the other devices to a somewhat lesser degree.

Advisory Services

The skilled employee, trained by the company and familiar with its procedures and policies, is regarded as a valuable resource in whom the company has a substantial investment. To protect this investment, employers are willing to initiate new programs to meet the needs of employees, even those that stem from sources not related to the job. Counseling for troubled employees is among the new programs being undertaken today. Workers who are alcoholics or other drug abusers, compulsive gamblers, those in financial straits, those suffering stress or depression, and those having marital problems or other family disruptions are provided with counseling in one-third of the survey group.³ This counseling may take the form of special inhouse programs, educational campaigns, or referrals to outside professionals or organizations. While these counseling programs seem to be on the rise at present, time will indicate their effectiveness in retaining workers and preserving or raising their productivity.

In another way, 30 percent of the firms that conduct exit interviews do so for the purpose of retaining or redeploying desirable employees. This purpose was not mentioned at all in answers to questions on exit interviews 15 years ago.

³For a comprehensive study of alcoholism programs, see: Richard Weiss, *Dealing with Alcoholism in the Workplace*. The Conference Board, Report No. 784, 1980.

Other Services

Other new forms of assistance offered to workers include preparation for retirement; flu shots and blood pressure checks at the worksite by 40 percent of the respondents; physical fitness regimens by 10 percent; and stop-smoking programs by 9 percent. And while much is written in the press about the need for child-care facilities for the very young children of working parents, survey participants indicate that this may be an "idea whose time has come," but whose place is yet to be determined. Only 5 percent of the firms are involved in any aspect of child-care assistance—counseling and referral for the most part. Placement in a company-operated facility is available in less than one percent of the survey group.

Some highlights of other employee services and work rules are summarized below:

- Programs to promote safety and industrial hygiene are conducted by over 90 percent of total respondents for blue-collar workers and by 60 percent for other employees.

- Of the nearly 60 percent of respondents retaining

medical personnel on some basis, three out of four provide a full-time nurse on the premises.

- Over 25 percent of the reporting companies provide a scholarship plan for the children of full-time employees.

- In two out of three of the reporting firms, excluding banks, an employee credit union is available.

- Four percent of the survey participants consider moonlighting a problem among blue-collar workers, and about 40 percent make an effort to discourage it among all employees.

- The annual absentee rate, estimated by survey respondents, is 4.3 percent for production and operations workers, 3 percent for office and clerical employees, and 2 percent for lower-level exempt personnel. The number of companies conducting absenteeism reduction programs for these employee groups are two-thirds, one-half, and two-fifths, respectively, of all respondents. Generally, these programs involve disciplinary action, including the docking of wages.

- Thirty percent of all respondents report that employee theft of tools, equipment or other company property by blue-collar workers is a serious problem. White-collar theft is considered serious by 13 percent of all respondents.

ABOUT THE SURVEY SAMPLE

In the last quarter of 1979, a list of over 6,000 companies in five major industries—manufacturing, gas and electric utilities, retail trade, banking and insurance—was divided at random to provide four sample groups, each composed of the same industrial mix. Similarly, an extremely lengthy list of questions was divided into four questionnaires. A different questionnaire was sent to each group. The responses, which ranged from 500 to 600 per questionnaire, are the basis for this report.¹ One of the criteria for the selection of the original 6,000 companies was employment size. Two hundred employees was the minimum number for companies in manufacturing and retail trade, 100 for the utilities, and 50 for banking and insurance firms. Companies were grouped in small, medium and large categories as follows:

Industry	Company Size by Number of Employees		
	Small	Medium	Large
Manufacturing . . .	200-999	1,000-4,999	5,000 and over
Gas and electric utilities	under 2,500		2,500 and over
Retail trade	under 2,500		2,500 and over
Banking	under 500		500 and over
Insurance	under 1,000		1,000 and over

¹The response rate for the retail trade group was considered too low for presentation in this report. Figures, such as they are, will be made available upon request.

Information about the prevalence of personnel practices, employee services and work rules was elicited for three employee classes:

- (1) Nonexempt nonoffice personnel, consisting of production, maintenance, warehousing and materials-handling workers in manufacturing; power plant, transmission and maintenance people in gas and electric utilities; and store personnel only—such as sales clerks, order clerks, stock clerks, check-out and wrapping clerks, and cashiers—in retail trade. This category was not applicable to banking and insurance companies.
- (2) Nonexempt office personnel in clerical and technical jobs.
- (3) Lower level exempt personnel in professional and technical positions, including first-line supervisors, floor managers, sales managers, and project managers.

Respondents were instructed to report practices at the locations affecting the largest number of each employee class, if they were multilocation employers.

The following tables indicate the general composition of the survey respondent groups involved in this part of the report.

Group 1: Number of Respondents by Employment Size

Industry	Total Respondents		Small		Medium		Large	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Manufacturing.....	308	100	98	31	105	34	105	34
Gas and electric utilities.....	40	100	23	58			17	42
Retail trade.....	32	100	14	44			18	56
Banking.....	127	100	59	47			68	53
Insurance.....	52	100	26	50			26	50

Number and Type of 308 Responding Manufacturers by Employment Size

SIC ¹	Industry	Total Respondents		Small	Medium	Large
		Number	Percent ²	Number	Number	Number
20	Food and kindred products.....	36	12	13	12	11
21	Tobacco.....	1	*	—	1	—
22	Textile mill products.....	8	3	3	3	2
23	Apparel.....	9	3	2	6	1
24	Lumber and wood products.....	1	*	1	—	—
25	Furniture and fixtures.....	3	1	—	1	2
26	Paper and allied products.....	10	3	—	4	6
27	Printing, publishing and allied products.....	14	5	2	9	3
28	Chemicals and allied products.....	28	9	6	6	16
29	Petroleum refining.....	9	3	1	1	7
30	Rubber products.....	11	4	7	2	2
31	Leather and leather products.....	1	*	1	—	—
32	Stone, clay and glass products.....	12	4	2	4	6
33	Primary metal industries.....	14	5	3	6	5
34	Fabricated metals.....	44	14	23	16	5
35	Machinery (not electrical).....	21	7	10	9	2
36	Electrical machinery, equipment and supplies.....	38	12	8	11	19
37	Transportation equipment.....	12	4	—	5	7
38	Professional and scientific instruments.....	4	1	2	1	1
39	Miscellaneous manufacturing.....	30	10	12	6	10

Median number of employees in manufacturing: 2,200 (range: 200—550,000)

* Less than one percent

¹Standard Industrial Classification

²Does not add to 100% because of rounding

Group 2: Number of Respondents by Employment Size

Industry	Total Respondents		Small		Medium		Large	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Manufacturing.....	294	100	100	34	102	35	92	31
Gas and electric utilities.....	41	100	18	44			23	56
Retail trade.....	28	100	14	50			14	50
Banking.....	134	100	61	46			73	54
Insurance.....	54	100	32	59			22	41

Number and Type of 294 Responding Manufacturers by Employment Size

SIC ¹	Industry	Total Respondents		Small	Medium	Large
		Number	Percent ²	Number	Number	Number
20	Food and kindred products.....	27	9	10	9	8
21	Tobacco.....	3	1	—	2	1
22	Textile mill products.....	5	2	2	2	1
23	Apparel.....	5	2	2	3	—
24	Lumber and wood products.....	6	2	2	3	1
25	Furniture and fixtures.....	3	1	1	2	—
26	Paper and allied products.....	15	5	6	3	4
27	Printing, publishing and allied products.....	14	5	5	6	3
28	Chemicals and allied products.....	37	13	13	8	16
29	Petroleum refining.....	12	4	3	2	7
30	Rubber products.....	7	2	1	4	2
31	Leather and leather products.....	—	—	—	—	—
32	Stone, clay and glass products.....	14	5	7	3	4
33	Primary metal industries.....	17	6	8	3	6
34	Fabricated metals.....	33	11	13	16	4
35	Machinery (not electrical).....	19	6	5	10	4
36	Electrical machinery, equipment and supplies.....	40	14	11	13	16
37	Transportation equipment.....	7	2	1	1	5
38	Professional and scientific instruments.....	2	—	—	—	2
39	Miscellaneous manufacturing.....	28	10	6	12	8

Median number of employees in manufacturing: 1,700 (range: 204—533,000)

¹Less than one percent

²Standard Industrial Classification

³Does not add to 100% because of rounding

Group 3: Number of Respondents by Employment Size

Industry	Total Respondents		Small		Medium		Large	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Manufacturing.....	328	100	98	30	114	35	116	35
Gas and electric utilities.....	26	100	16	62			10	38
Retail trade.....	26	100	8	31			18	69
Banking.....	131	100	59	45			72	55
Insurance.....	56	100	28	50			28	50

Number and Type of 328 Responding Manufacturers by Employment Size

SIC ¹	Industry	Total Respondents		Small	Medium	Large
		Number	Percent ²	Number	Number	Number
20	Food and kindred products.....	29	9	10	8	11
21	Tobacco.....	—	—	—	—	—
22	Textile mill products.....	5	2	1	2	2
23	Apparel.....	10	3	3	4	3
24	Lumber and wood products.....	4	1	3	1	—
25	Furniture and fixtures.....	5	2	—	2	3
26	Paper and allied products.....	18	6	2	7	9
27	Printing, publishing and allied products.....	18	6	7	10	1
28	Chemicals and allied products.....	21	6	4	2	15
29	Petroleum refining.....	14	4	—	5	9
30	Rubber products.....	12	4	3	4	5
31	Leather and leather products.....	4	1	3	1	—
32	Stone, clay and glass products.....	11	3	3	5	3
33	Primary metal industries.....	20	6	6	4	10
34	Fabricated metals.....	48	14	26	14	6
35	Machinery (not electrical).....	23	7	10	9	4
36	Electrical machinery, equipment and supplies.....	36	11	5	17	14
37	Transportation equipment.....	12	4	3	4	5
38	Professional and scientific instruments.....	11	3	2	7	2
39	Miscellaneous manufacturing.....	29	9	7	8	14

Median number of employees in manufacturing: 2,300 (range: 200—611,000)

¹Standard Industrial Classification

²Does not add to 100% because of rounding

Group 4: Number of Respondents by Employment Size

Industry	Total Respondents		Small		Medium		Large	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Manufacturing	341	100	101	30	121	35	119	35
Gas and electric utilities	33	100	28	85			5	15
Retail trade	30	100	13	43			17	57
Banking	110	100	57	52			53	48
Insurance	59	100	26	44			33	56

Number and Type of 341 Responding Manufacturers by Employment Size

SIC ¹	Industry	Total Respondents		Small	Medium	Large
		Number	Percent ^a	Number	Number	Number
20	Food and kindred products	31	9	8	14	9
21	Tobacco	—	—	—	—	—
22	Textile mill products	9	3	2	4	3
23	Apparel	8	2	4	4	—
24	Lumber and wood products	8	2	1	6	1
25	Furniture and fixtures	5	2	4	—	1
26	Paper and allied products	14	4	4	3	7
27	Printing, publishing and allied products	22	7	6	12	4
28	Chemicals and allied products	34	10	5	12	17
29	Petroleum refining	14	4	—	4	10
30	Rubber products	4	1	2	—	2
31	Leather and leather products	3	*	—	2	1
32	Stone, clay and glass products	13	4	6	3	4
33	Primary metal industries	16	5	4	6	6
34	Fabricated metals	44	13	19	15	10
35	Machinery (not electrical)	24	7	11	8	5
36	Electrical machinery, equipment and supplies	38	11	10	14	14
37	Transportation equipment	11	3	3	2	6
38	Professional and scientific instruments	7	2	4	1	2
39	Miscellaneous manufacturing	36	11	8	11	17

Median number of employees in manufacturing: 2,238 (range: 205—640,000)

* Less than one percent

¹Standard Industrial Classification

^aDoes not add to 100% because of rounding

EMPLOYEE SERVICES

I. Health Services

Table 1: General Medical Services

Practice	Number of Respondents by Industry and Employee Group																										
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance				
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt				
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Total Respondents	374	100	543	100	543	100	341	100	341	100	341	100	33	100	33	100	33	100	110	100	110	100	59	100	59	100	
Hospital care on premises		2		1		1		2		2		2		—		—		—		—		—		—		2	
Clinic service on premises		26		24		24		28		28		28		12		18		18		5		5		39		37	
Visiting nurse service		6		5		5		6		5		5		12		12		12		2		*		8		8	
Blood-pressure checks at the workplace	146	39	210	39	208	38	138	40	143	42	143	42	8	24	12	36	11	33	25	23	24	22	30	51	30	51	
Number of reporting respondents	134	100	192	100	190	100	126	100	127	100	126	100	8	100	11	100	11	100	24	100	23	100	30	100	30	100	
Frequency																											
Annually		39		43		43		39		40		40		38		27		27		54		52		53		53	
Semiannually		7		5		5		7		6		6		13		9		9		4		4		—		—	
Intermittently		10		8		8		11		10		10		—		—		—		13		13		—		—	
On request of employee		37		34		34		37		37		37		38		55		55		13		13		33		33	
Other		7		9		9		6		6		6		13		9		9		17		17		13		13	
Provision of treatment at workplace		10		10		10		10		9		10		13		17		18		8		8		10		10	
Flu shots at the workplace	159	43	245	45	242	45	145	43	156	46	155	45	14	42	14	42	14	42	37	34	35	32	38	64	38	64	
Number of reporting respondents	143	100	220	100	218	100	131	100	141	100	140	100	12	100	12	100	12	100	30	100	29	100	37	100	37	100	
Frequency																											
Annually		71		75		76		71		71		72		75		75		75		83		83		86		86	
Only before a predicted epidemic		24		20		20		24		23		23		25		25		25		17		17		11		11	
On request of employee		3		2		2		4		4		4		—		—		—		—		—		—		—	
Other		*		2		1		*		2		1		—		—		—		—		—		3		3	
Individual health screenings	109	29	142	26	166	31	106	31	99	29	119	35	3	9	3	9	5	15	10	9	10	9	30	51	32	54	
Frequency																											
Number of reporting respondents	85	100	109	100	135	100	83	100	75	100	94	100	2	100	2	100	4	100	7	100	8	100	25	100	29	100	
Annually		59		60		62		58		57		62		100		100		100		29		25		72		69	
Semiannually		5		4		4		5		5		5		—		—		—		—		—		—		—	
Varies by age of employee, job level, or job risk		19		15		14		19		19		16		—		—		—		14		25		4		7	
At time of hiring		7		7		7		7		7		5		—		—		—		14		25		8		10	
On request of employee		2		6		4		2		5		4		—		—		—		14		13		4		3	
Other		8		9		8		8		7		7		—		—		—		29		13		12		10	
Who conducts screenings																											
Number of reporting respondents	88	100	114	100	137	100	85	100	77	100	95	100	3	100	3	100	5	100	8	100	8	100	26	100	29	100	
Company medical personnel		68		68		59		67		68		56		100		100		60		25		25		81		79	
Outside medical personnel		28		27		34		29		27		38		—		—		20		63		63		19		17	
Other		5		5		7		4		5		6		—		—		20		13		13		—		3	

* Less than one percent

Table 2: Medical Personnel

Practice ¹	Number of Respondents by Industry														
	Total Respondents			Manufacturing			Gas & Electric Utilities			Banking			Insurance		
	No.	%		No.	%		No.	%		No.	%		No.	%	
Total Respondents	543	100		341	100		33	100		110	100		59	100	
Respondents retaining medical personnel	323	59		238	70		15	45		21	19		49	83	
For respondents with such provision:	323	100		238	100		15	100		21	100		49	100	
	Full-time	Part-time	On call	Full-time	Part-time	On call	Full-time	Part-time	On call	Full-time	Part-time	On call	Full-time	Part-time	On call
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Type of medical personnel retained															
Nurse	75	2	3	79	1	3	60	—	7	52	5	5	67	8	2
General medical doctor	33	23	20	31	22	22	7	27	20	14	14	29	59	27	8
First-aid attendant	27	2	4	34	1	4	20	—	—	10	5	—	6	4	4
Industrial hygienist	21	*	2	26	1	3	13	—	—	—	—	—	6	—	—
X-ray technician	16	1	*	17	2	*	13	—	—	5	—	—	18	—	—
Psychologist	5	2	3	5	1	3	—	—	—	—	—	10	4	6	2
Optometrist	2	2	2	2	3	3	—	—	—	—	—	—	4	2	—
Psychiatrist	1	2	6	1	3	7	—	—	—	—	—	5	2	2	2
Dermatologist	1	2	2	1	2	3	—	—	—	—	—	—	2	2	—
Dentist	1	2	1	*	*	2	—	—	—	—	—	—	4	8	—
Other ²	5	*	*	4	*	*	—	—	—	5	—	—	10	2	—

* Less than one percent

¹The retention of medical personnel is not related to employee group.

²Includes dental hygienists, laboratory technicians, paramedics and physical therapists

Table 3: Stop-Smoking Programs

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	374	100	543	100	543	100	341	100	341	100	341	100	33	100	33	100	33	100	110	100	110	100	59	100	59	100
Respondents with programs	27	7	50	9	48	9	26	8	31	9	29	9	1	3	2	6	2	6	7	6	7	6	10	17	10	17
For respondents with programs:	27	100	50	100	48	100	26	100	31	100	29	100	1	100	2	100	2	100	7	100	7	100	10	100	10	100
Features of program																										
Poster and sign campaign		67		66		65		69		71		69		—		50		50		29		29		80		80
Sponsorship of withdrawal clinic		52		58		58		50		52		52		100		100		100		86		86		50		50
Distribution of educational materials		7		8		8		8		6		7		—		—		—		—		—		20		20
Provision of reward for quitting		7		6		6		8		6		7		—		—		—		14		14		—		—
Segregation of work areas for smokers		7		10		6		8		16		10		—		—		—		—		—		—		—
Other		—		6		6		—		3		3		—		—		—		—		—		20		20

Table 4: Physical Fitness Programs

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	374	100	543	100	543	100	341	100	341	100	341	100	33	100	33	100	33	100	110	100	110	100	59	100	59	100
Respondents with programs	38	10	60	11	67	12	36	11	41	12	47	14	2	6	3	9	3	9	3	3	3	3	13	22	14	24
For respondents with programs:	38	100	60	100	67	100	36	100	41	100	47	100	2	100	3	100	3	100	3	100	3	100	13	100	14	100
Features of program																										
Initial physical examination		50		52		46		53		56		53		—		—		—		—		—		62		43
Periodic health evaluations		26		32		33		28		32		34		—		—		—		—		—		46		43
Individualized exercise program		32		35		36		31		39		40		50		33		33		—		—		31		29
Structured general exercise classes		32		37		36		31		37		36		50		67		67		33		33		31		29
Provision of a physical fitness facility																										
On the premises		24		32		28		22		32		28		50		33		33		33		33		31		29
Off site		21		20		22		22		27		30		—		—		—		33		33		—		—
Nutrition counseling		18		28		25		19		24		21		—		33		33		33		33		38		36
Health problem clinics		5		8		9		6		5		6		—		—		—		33		33		15		14
General educational campaign on physical fitness		42		50		48		42		49		47		50		67		67		33		33		54		50
Requirement of a fee for participation		29		22		22		28		24		26		50		33		33		33		33		8		7
Program open to retired employees		34		27		28		31		24		26		100		67		67		—		—		31		36

Table 5: Programs to Promote Safety and Industrial Hygiene

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Respondents with programs	314	91	327	62	335	64	275	90	245	80	253	83	39	98	38	95	39	98	27	21	26	20	17	33	17	33
For respondents with programs:	314	100	327	100	335	100	275	100	245	100	253	100	39	100	38	100	39	100	27	100	26	100	17	100	17	100
Features of program ¹																										
Training in safety and industrial hygiene		90		71		78		89		75		84		97		82		87		30		31		47		47
Posters displayed		86		80		81		87		82		84		79		76		72		67		65		76		76
Articles on safety in employee publications		70		68		69		68		67		69		82		76		77		63		62		65		65
Brochures distributed		65		61		63		63		61		64		79		76		77		41		38		59		59
Safety manual provided		43		32		38		40		31		38		67		55		62		11		8		24		24
Safety contests conducted		43		28		30		42		30		33		54		45		44		—		—		6		6
For respondents with training programs in safety and industrial hygiene techniques:	284	100	231	100	262	100	246	100	184	100	212	100	38	100	31	100	34	100	8	100	8	100	8	100	8	100
Training conducted by																										
Safety and industrial hygiene department		64		63		65		62		63		65		76		71		76		38		38		50		38
Personnel department		49		47		48		51		48		49		37		45		44		13		13		63		63
Foremen, supervisors or other company personnel		64		48		45		61		47		43		79		55		56		38		38		63		63
Vendors of equipment or other suppliers		23		16		22		21		15		21		34		19		26		25		25		25		25
Instructors from outside organizations		25		25		27		27		27		28		16		13		15		25		25		38		38

¹To a much lesser degree, other features—including special safety committees, meetings, awards and special publications—were reported by all respondents with programs.

II. Advisory Services

Table 6: Counseling Programs for Troubled Employees

Practice ¹	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	374	100	543	100	543	100	341	100	341	100	341	100	33	100	33	100	33	100	110	100	110	100	59	100	59	100
Respondents with programs	129	34	185	34	184	34	117	34	117	34	118	35	12	36	12	36	12	36	34	31	32	32	22	37	22	37
For respondents with programs:	129	100	185	100	184	100	117	100	117	100	118	100	12	100	12	100	12	100	34	100	32	100	22	100	22	100
Type of personal problem addressed																										
Alcoholism		86		80		80		85		82		81		100		100		100		59		63		91		91
Drug abuse other than alcoholism		76		70		70		74		73		71		92		92		92		44		47		88		88
Marital difficulties		45		50		49		43		44		44		87		58		50		53		56		68		68
Other family problems and disruptions		47		52		51		45		47		46		58		58		50		56		56		68		68
Financial burdens ²		46		53		53		44		44		42		58		58		58		68		72		77		77
Legal problems ²		32		40		41		32		32		32		33		42		42		47		50		73		73
Depression		45		49		51		44		44		45		58		58		58		50		53		73		73
Compulsive gambling		25		30		30		22		22		22		50		50		50		38		41		50		50
Other ²		9		10		11		8		8		8		25		25		25		9		9		18		18
Program conducted cooperatively with:																										
Labor unions		18		5		1		17		5		*		25		25		8		—		—		—		—
Community groups		3		2		2		3		3		3		—		—		—		—		—		—		—
Other companies		12		8		8		10		9		9		25		25		25		3		3		—		—
Other ²		8		8		8		6		6		6		25		25		25		12		13		5		5
Persons who may participate in program																										
Regular employees		88		88		88		87		88		88		100		100		100		76		75		95		95
Retired employees		22		21		21		19		18		18		50		50		50		18		19		27		27
Members of employee's family																										
Through employee referral only		23		22		22		21		23		23		42		33		25		21		22		14		14
Employee referral not required		16		15		15		16		16		16		17		17		17		15		16		9		9
Features of program																										
Counseling																										
With supervisor		67		70		70		68		66		66		67		67		67		74		82		86		75
With staff employee counselor		50		54		54		50		52		52		50		50		50		62		66		50		50
Special in-house programs on:																										
Alcoholism		49		44		44		50		52		52		42		42		42		15		13		50		50
Drug abuse other than alcoholism		42		35		35		42		43		42		42		42		42		3		3		41		41
Money management		10		11		11		9		9		8		25		25		25		15		16		14		14
Group therapy		*		*		*		*		*		*		—		—		—		—		—		—		—
Educational campaign on assistance programs																										
Articles in employee publication		36		36		38		32		33		34		67		67		67		24		28		55		55
Distribution of special literature		29		29		29		28		31		31		42		42		42		21		22		27		27
Bulletin-board postings		29		28		29		31		31		31		17		17		17		12		16		41		41
Films		21		19		20		20		21		21		33		33		42		6		6		18		18
Reading racks with special materials		20		18		18		21		20		20		17		17		17		9		9		23		23
Guest speakers at workplace		13		12		13		11		11		11		33		33		33		6		6		18		18
Special employee meetings		13		12		12		13		14		14		17		17		17		6		6		9		9
Special literature sent to employee's home		12		11		11		10		11		11		25		25		25		3		3		14		14

Table 6: Counseling Programs for Troubled Employees (continued)

Practice ¹	Number of Respondents by Industry and Employee Group																										
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance				
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt				
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Referral to outside counselor		79		77		77		77		79		79		100		100		100		65		66		73		73	
Type of counselor or agency used																											
Number of reporting respondents	102	100	142	100	142	100	90	100	92	100	93	100	12	100	12	100	12	100	22	100	21	100	16	100	16	100	
Local hospital or clinic		82		75		75		84		85		84		67		67		67		55		52		56		56	
Private psychiatrist or psychologist		58		55		54		57		57		55		67		67		67		32		33		69		69	
Mental health association		54		49		49		56		54		53		42		42		42		41		43		38		38	
Clergy or church group		19		18		18		18		16		15		25		25		25		9		10		38		38	
Police department		10		10		10		10		10		10		8		8		8		9		10		13		13	
Other ²		24		29		29		22		22		22		33		33		33		32		33		63		63	
Special employee counselor function																											
Number of reporting respondents	65	100	99	100	99	100	59	100	61	100	61	100	6	100	6	100	6	100	21	100	21	100	11	100	11	100	
Background of counselor																											
Employee with some training in counseling		47		51		51		46		45		44		60		60		60		69		69		55		55	
Psychologist		13		14		16		14		14		17		—		—		—		8		8		27		27	
Recovered alcoholic		15		10		10		14		14		13		20		20		20		—		—		—		—	
Paraprofessional in mental health		11		9		8		10		10		9		20		20		20		8		8		—		—	
Psychiatrist		4		5		5		4		6		6		—		—		—		—		—		9		9	
Other		11		10		10		12 ^a		12 ^a		11 ^a		—		—		—		8		8		9		9	
Department in which function is found																											
Personnel		67		70		71		64		66		67		100		100		100		95		95		36		36	
Medical		20		18		17		22		20		19		—		—		—		5		5		36		36	
Other ³		13		12		12		14		14		14		—		—		—		—		—		27		27	
Provision of program to identify troubled employees who do not apply for assistance	102	79	145	78	141	77	91	78	91	78	89	75	11	92	11	92	11	92	24	71	22	69	19	86	19	86	
For respondents with such provision:	102	100	145	100	141	100	91	100	91	100	89	100	11	100	11	100	11	100	24	100	22	100	19	100	19	100	
How identification is made																											
Informal observation by:																											
Supervisor		91		92		91		91		92		91		91		91		91		92		91		89		89	
Medical department personnel		54		50		49		56		56		55		36		45		45		21		18		58		58	
Examination of:																											
Absentee records		83		81		79		82		79		76		91		91		91		75		77		89		89	
Job-performance evaluations		78		78		79		77		78		79		91		91		91		67		68		84		84	
Accident records		44		30		28		41		34		31		73		73		73		—		—		21		21	
Wage garnishment records		18		20		20		15		15		15		36		36		36		25		27		26		26	
Medical insurance records		11		9		9		9		9		9		27		27		27		4		5		5		5	
Blood checks for alcoholism or other drug abuse		11		8		8		10		8		8		18		18		18		—		—		11		11	
Supervisory training in counseling ⁴		68		66		71		68		64		70		64		64		64		63		64		79		84	

^a Less than one percent¹ To identify and assist employees with serious personal problems² Such as heavy debts, unusual expenses, and sudden losses³ Such as lawsuits, evictions and wage garnishments⁴ Any situation perceived by the employee as a serious problem, especially when his or her productivity is affected⁵ Includes local mental health centers, hospitals, state agencies, Alcoholics Anonymous, and the company's health maintenance organization⁶ Includes 11 percent of reporting respondents making referrals to Alcoholics Anonymous⁷ Mainly shared responsibility between the personnel and medical departments⁸ Training in recognizing troubled employees and how to advise them in obtaining help is provided in any formal or informal manner.⁹ Mainly company medical doctor or nurse

Table 7: Preretirement Services

Practice ^a	Number of Respondents by Industry									
	Total Respondents		Manufacturing		Gas & Electric Utilities		Banking		Insurance	
	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	543	100	341	100	33	100	110	100	59	100
Special provisions for employees near or at retirement										
Counseling program	42		40		55		38		54	
Subscription to a retirement magazine	15		14		30		10		27	
Membership in a retirement organization	8		8		9		7		12	
Tuition aid for training in a second career or retirement hobby ^b	3		3		—		*		5	
Special company club for retired employees only	11		12		9		4		24	
Other ^c	5		11		12		5		8	

* Less than one percent

^a Preretirement programs are equally available to the three employee groups specified in this study.

^b Responses ranged from \$300 to \$2,500 per year.

^c Includes exemption from punching time clock, free lunches in company cafeteria, shorter workweeks, flexible time arrangements, pay for attendance at time-and-a-half, discount privileges, and more liberal vacation allowances

Table 8: Preretirement Counseling Programs

Practice ¹	Number of Respondents by Industry									
	Total Respondents		Manufacturing		Gas & Electric Utilities		Banking		Insurance	
	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents ²	230	100	138	100	18	100	42	100	32	100
Median age for program eligibility ³	55		55		60		55		55	
Median participation rate	90% ^a		89%		b		c		97% ^d	
Features of program										
Explanation of future financial and medical benefits	88		89		78		86		88	
Counseling on a personal basis	60		59		67		57		63	
Films on retirement subjects	24		28		11		12		28	
Seminars on retirement planning	38		39		28		33		47	
For respondents with seminars:	88	100	54	100	5	100	14	100	15	100
Spouse is included	29		32		100		64		53	
Median number of sessions ⁴	5		6		**		2		2	
Other ⁵	4		1		—		2		16	

**Insufficient response

¹Preretirement counseling programs are equally available to the three employee groups specified in this study.

²Respondents providing preretirement counseling programs, see Table 7.

³Responses ranged from 45 to 65 years of age. Some respondents (about 5 percent) cited no age limitation or a fixed period prior to retirement.

⁴Responses ranged from 1 to 12.

⁵Includes the distribution of retirement planning kits or materials

^aThe median participation rate for lower level exempt employees is 98 percent of respondents with programs.

^bOne hundred percent participation was reported by 62 percent of respondents with programs.

^cOne hundred percent participation was reported by 52 percent of respondents with programs.

^dOne hundred percent participation by lower level exempt employees was reported by 50 percent of respondents with programs.

Table 9: Employee Advisory Boards or Councils

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	374	100	543	100	543	100	341	100	341	100	341	100	33	100	33	100	33	100	110	100	110	100	59	100	59	100
Respondents with employee advisory boards or councils	49	13	51	9	43	8	47	14	33	10	28	8	2	6	2	6	2	6	7	6	4	4	9	15	9	15
For respondents with such boards or councils:	49	100	51	100	43	100	47	100	33	100	28	100	2	100	2	100	2	100	7	100	4	100	9	100	9	100
Employee groups constituting separate boards or councils																										
Rank and file		76		71		58		74		67		50		100		100		50		71		75		78		78
Minorities		4		14		16		4		9		14		—		—		—		29		25		22		22
Women		2		14		16		2		3		7		—		—		—		29		25		44		44
Veterans		4		8		9		4		6		7		—		—		—		14		25		11		11
Handicapped workers		—		6		7		—		—		—		—		—		—		14		25		22		22
Other		6		10		9		6		12		14		—		—		50		14		—		—		—
How members gain seats																										
Popular election		44		28		16		44		37		20		50		50		—		14		25		—		—
Appointment by management		27		40		53		28		37		48		—		—		100		43		50		63		63
Appointment by union		20		4		—		19		3		—		50		50		—		—		—		—		—
General lottery		4		15		16		5		13		12		—		—		—		—		—		38		38
Volunteer membership		2		6		11		2		7		16		—		—		—		14		—		—		—
Other		2		6		5		2		3		4		—		—		—		29		25		—		—
Areas of consideration																										
General company policy		43		59		56		45		55		46		—		—		—		71		100		78		78
Employee complaints or grievances		59		69		51		57		67		43		100		100		50		71		75		67		67
Safety rules and violations		65		53		44		66		55		39		50		50		50		29		25		67		67
Cost reduction		31		37		33		32		39		29		—		—		—		29		50		44		44
Discharge or suspension for excessive absenteeism		22		8		9		23		6		7		—		—		—		—		—		22		22
Discharge or suspension for any cause other than excessive absenteeism		20		6		7		21		3		4		—		—		—		—		—		22		22
Layoffs		20		10		7		21		9		4		—		—		—		—		—		22		22
Promotions		12		16		14		13		15		11		—		—		—		—		—		33		33
Transfers		18		12		9		19		12		11		—		—		—		14		—		11		11
Other ¹		20		22		23		19		18		25		50		50		—		43		50		11		11

¹Such as recreational activities, planning, incentive programs, suggestion and recognition awards, profit-sharing plans, and credit unions

Table 10: Nonunion Grievance Systems

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	374	100	543	100	543	100	341	100	341	100	341	100	33	100	33	100	33	100	110	100	110	100	59	100	59	100
Respondents with nonunion grievance system	232	62	361	66	350	64	216	63	221	65	213	62	16	48	14	42	15	45	82	75	78	71	44	75	44	75
For respondents with such system:	232	100	361	100	350	100	216	100	221	100	213	100	16	100	14	100	15	100	82	100	78	100	44	100	44	100
Type of system																										
Informal such as "Open Door" policy		60		76		78		61		77		79		50		64		80		71		72		84		84
Formal		41		22		19		41		23		20		44		29		20		26		24		9		9
Other		3		4		3		2		2		2		13		14		—		4		4		7		7
Provision of advisory assistance to employee	152	66	248	69	240	69	144	67	147	67	143	67	8	50	8	57	7	47	60	73	57	73	33	75	33	75
For respondents with such provision:	152	100	248	100	240	100	144	100	147	100	143	100	8	100	8	100	7	100	60	100	57	100	33	100	33	100
Who acts as adviser																										
Personnel department staff member		84		94		94		85		94		93		63		63		71		93		95		100		100
Ombudsperson or employee counselor		7		5		5		7		7		6		—		—		14		—		—		9		9
Employee-elected representative		5		*		*		4		*		—		13		13		14		—		—		—		—
Language translator		3		2		2		3		3		3		—		—		—		—		—		—		—
Any other employee of grievant's choice		3		*		*		3		*		*		—		—		—		—		—		—		—
Other		5		4		3		4		2		3		25		25		—		5		5		—		—

*Less than one percent

*Such as a system of steps, pleadings, responses and, perhaps, intervention from outside the company

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*Includes president's panels, one-to-one counseling, regular grievance procedures, and employee reviews

Table 12: Employee Attitude Surveys

Practice	Number of Respondents by Industry and Employee Group															
	Total Respondents						Manufacturing			Gas & Electric Utilities			Banking		Insurance	
	Nonexempt						Nonexempt			Nonexempt			Nonexempt		Nonexempt	
	Production or Operations	Office and Clerical	Lower level Exempt	Production or Operations	Office and Clerical	Lower level Exempt	Production or Operations	Office and Clerical	Lower level Exempt	Production or Operations	Office and Clerical	Lower level Exempt	Production or Operations	Office and Clerical	Lower level Exempt	Production or Operations
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents ¹	163	100	244	100	242	100	148	100	155	100	153	100	15	100	16	100
Usual method of conducting survey																
Written questionnaires	66	65	65	65	64	62	64	87	81	81	73	73	62	62	62	62
Individual interviews	8	6	6	6	6	8	8	—	—	—	2	2	—	—	—	—
Group interviews	4	3	2	2	5	4	3	—	—	—	—	—	—	—	—	—
Combination of written questionnaires and individual interviews	24	27	26	25	25	28	24	13	19	19	25	25	38	38	38	38
Frequency of surveys																
Semiannually	1	1	*	*	1	1	*	—	—	—	2	2	—	—	—	—
Annually	9	11	11	10	10	9	9	7	6	6	13	13	21	21	21	21
Biennially	9	10	8	10	10	13	10	—	—	—	7	7	8	8	8	8
Whenever a special need is determined	77	73	74	77	77	75	76	80	81	81	71	71	54	54	54	54
Other	3	5	6	2	2	4	13	13	13	13	7	7	17	17	17	17
Group of employees usually surveyed																
All employees or a random sample	81	82	85	79	78	81	100	94	94	85	85	92	92	92	92	92
Special groups ²	21	20	19	22	25	24	7	13	13	6	6	15	15	15	15	15
Employees in trouble spots	12	11	11	13	14	14	7	6	6	9	9	4	4	4	4	4
Retired employees	1	*	*	1	1	1	—	—	—	—	—	—	—	—	—	—
Who conducts survey																
Personnel department staff members	52	53	51	54	53	51	33	38	38	55	52	58	54	54	54	54
Line managers	3	4	4	3	3	3	—	—	—	11	11	4	4	4	4	4
Outside consultants	36	33	35	34	34	37	53	50	50	23	25	31	35	35	35	35
Other ³	10	10	10	10	10	10	1 ⁴	13	13	11	11	8	8	8	8	8
To whom results are communicated																
Top management	61	68	66	62	66	66	47	50	50	70	70	69	69	69	69	69
Division "top management"	55	54	55	59	58	59	20	19	19	47	47	65	65	65	65	65
Middle management	48	47	46	51	51	50	13	13	13	36	36	62	62	62	62	62
Supervisors	44	46	44	48	49	47	7	6	6	40	40	62	62	62	62	62
Surveyed employees	35	33	33	39	39	39	—	—	—	26	26	31	31	31	31	31
All employees	52	54	53	48	47	46	93	88	88	62	62	58	54	54	54	54
Method of communicating results to employees																
Reported in a meeting	55	54	54	57	57	58	40	38	38	45	45	58	54	54	54	54
Separate report distributed	29	32	32	29	28	29	33	31	31	40	40	38	36	36	36	36
Reported in the employee publication	28	27	27	22	22	23	67	63	63	21	21	42	42	42	42	42
Report posted on the bulletin board	13	9	9	14	12	10	7	6	6	6	6	4	4	4	4	4

* Less than one percent

¹ Respondents using attitude surveys to elicit employee attitudes, see Table 11.² Defined by level of employee, operation or location³ Includes combinations of personnel department staff members, line managers, outside consultants, or other internal personnel

Table 13: Exit Interviews

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt			Lower level Exempt			Nonexempt			Lower level Exempt			Nonexempt			Lower level Exempt			Nonexempt		Lower level Exempt		Nonexempt		Lower level Exempt	
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents¹	272	100	466	100	471	100	251	100	288	100	296	100	21	100	22	100	23	100	101	100	97	100	55	100	55	100
Occasions on which exit interviews or questionnaires are used																										
Resignation		92		95		96		92		95		96		86		91		91		97		97		95		95
Discharge through no fault of employee	67		68		68		69		69		69		48		45		43		67		66		75		75	
Discharge for cause	60		59		59		59		58		57		67		59		57		63		64		58		58	
Retirement	56		95		55		55		55		54		62		59		57		56		57		51		51	
Layoff	46		43		44		47		47		47		33		27		26		37		37		42		42	
Purpose of interview or questionnaire																										
To improve personnel practices and procedures	90		92		92		91		92		91		81		82		83		95		96		95		95	
To identify problem areas and strong or weak supervisors	50		57		55		52		52		51		24		23		26		77		78		53		53	
To improve public and employee relations	41		45		44		42		42		41		33		32		30		52		54		51		51	
To counsel departing employees	39		41		40		41		42		42		14		14		13		47		46		33		33	
For statistical records and work-force analysis	35		40		40		35		35		35		29		27		26		50		48		55		55	
To retain or redeploy desirable employees	29		32		33		30		29		30		19		18		22		42		42		35		35	
For outplacement	18		20		21		20		21		23		—		—		—		22		24		18		18	
How interview or questionnaire is administered																										
On company premises at, or after, termination	92		91		91		92		93		93		86		86		87		86		87		91		91	
By mail after termination	10		14		13		9		8		8		19		18		13		22		21		27		27	
By phone after termination	3		3		3		3		2		2		—		—		—		6		6		4		4	

¹ Respondents using exit interviews or questionnaires, see Table 11.

III. Financial Services

Table 14: Employee Credit Unions

Practice ¹	Number of Respondents by Industry							
	Total Respondents		Manufacturing		Gas & Electric Utilities		Banking	Insurance
	No.	%	No.	%	No.	%		No. %
Total Respondents ²	398	100	306	100	40	100		52 100
Respondents with employee credit unions	239	60	192	63	25	63		22 42
For respondents with employee credit unions:	239	100	192	100	25	100		22 100
Provision of office space by company:								
Rent-free	58		59		46			87
At very low rent	8		8		4			14
At prevailing rate for office space	10		9		13			10
None	24		24		38			10
Provision of staff by company:								
Total staff	10		9		12			20
Some clerical assistance	7		8		—			7
Volunteer staff permitted	6		7		3			—
None ³	77		76		85			73
Credit union services, other than savings accounts (shares)								
Personal loans	93		91		100			100
Auto loans	88		87		96			91
Home improvement loans	67		67		72			64
Lines of credit	29		29		32			27
Savings certificates	28		27		40			32
Checking accounts (share drafts)	23		21		9			23
Home mortgage loans	20		18		36			14
Prepaid legal services	4		4		—			—
Other, including Christmas clubs	6		6		7			9
Deposits may be made through payroll deductions	96		96		96			100
All services are available to retired employees	77		74		92			82

¹Employee credit unions are equally available to the three employee groups specified in this study.

²Employee credit unions are not applicable to the banking industry.

³Credit union pays for its own staff.

Table 15: Loans to Employees

Practice	Number of Respondents by Industry and Employee Group																					
	Total Respondents						Manufacturing						Gas & Electric Utilities						Insurance			
	Nonexempt			Lower level Exempt			Nonexempt			Lower level Exempt			Nonexempt			Lower level Exempt			Nonexempt		Lower level Exempt	
	Production or Operations	Office and Clerical					Production	Office and Clerical					Operations	Office and Clerical					Office and Clerical			
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents ¹	374	100	433	100	433	100	341	100	341	100	341	100	33	100	33	100	33	100	59	100	59	100
Respondents making loans to employees	77	21	102	24	123	28	68	20	79	23	99	29	9	27	9	27	10	30	14	24	14	24
For respondents making such loans:	77	100	102	100	123	100	68	100	79	100	99	100	9	100	9	100	10	30	14	100	14	100
Loan is administered under a formal company employee loan plan		36		37		37		35		38		37		44		44		40		29		29
Basis of funds for loans																						
Current income of company		84		78		79		83		78		79		88		88		89		73		73
Bank, indirectly, through company		4		7		8		5		7		9		—		—		—		9		9
Company-established foundation		4		3		3		5		4		3		—		—		—		—		—
Other ²		7		11		9		7		10		8		13		13		11		18		18
Cost of loan to employee																						
Interest-free		57		51		54		57		53		57		56		56		50		36		33
Interest-free up to a specified amount, and/or for a limited period		3		3		4		3		4		5		—		—		—		—		—
Low rate of interest ³		21		24		21		20		22		18		33		33		30		27		33
Preferential rate from a bank		6		7		5		7		7		5		—		—		—		9		8
Varies—no set policy		10		12		14		11		13		14		—		—		10		18		17
Other		3		3		2		2		1		—		11		11		10		9		8
Purposes for which loans are approved																						
Personal emergencies ⁴		65		66		54		66		68		58		56		56		40		57		57
Purchase of a home ⁵		12		19		26		13		14		23		—		—		10		57		57
Death in the family		17		19		15		19		20		15		—		—		—		21		21
Education of employee		14		19		15		16		18		14		—		—		—		36		36
Education of employee's family		9		13		11		10		11		9		—		—		—		29		29
Home repairs and remodeling		8		9		1		7		6		5		11		11		10		21		21
Purchase of an automobile		8		9		7		9		6		5		—		—		—		29		29
Other ⁶		6		10		9		3		6		5		33		33		40		14		14
Provision of option to repay loan through payroll deductions		66		67		63		65		63		60		100		100		100		75		75
Type of security required on home purchase loans																						
Number of reporting respondents ⁷	7	100	16	100	29	100																
Personal note only		43		44		62																
Note and first mortgage		—		6		3																
First mortgage only		—		6		3																
Second mortgage only		14		6		14																
First or second mortgage		14		6		3																
Vested portion of employee's profit-sharing or savings plan account		14		19		10																
Other		14		13		3																

¹Banks have been omitted from questions regarding loans to employees for obvious reasons.²Includes funds in profit-sharing or savings plan³Equal to the effective prime rate or less⁴Such as sudden illness, accident or fire⁵Not as a consequence of a company-initiated transfer⁶Includes discretionary use by employee⁷Responses were insufficient for presentation by industry.

Table 16: Scholarship Plans for Employees' Children

Practice ¹	Number of Respondents by Industry									
	Total Respondents		Manufacturing		Gas & Electric Utilities		Banking		Insurance	
	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	525	100	306	100	40	100	127	100	52	100
Respondents with programs	145	28	112	37	11	28	9	7	13	25
For respondents with programs:	145	100	112	100	11	100	9	100	13	100
Eligible employees										
Full-time		96		96		100		100		100
Part-time		17		13		18		44		31
Temporary		3		4		9		—		—
Temporarily laid off		8		10		9		—		—
Retired		39		39		27		44		46
Deceased		32		31		36		22		46
Eligible relatives										
Son or daughter		100		100		100		100		100
Stepchild		65		63		55		67		92
Legal ward		48		45		36		78		69
Grandchild		6		5		9		11		8
Employee must fulfill a length of service for eligibility ²		31		30		9		67		31
Plan is limited to employees who earn less than a specified annual salary ³		3		4		—		11		—
Scholarship recipients are selected by:										
Group of company personnel		17		19		9		—		8
Outside group of educators, community leaders, or others		33		23		55		13		23
National Merit Scholarship Corporation		43		44		18		50		62
College Scholastic Service		7		6		9		25		8
Other		9		9		9		12		—
Basis for selecting recipients										
Scholastic merit		89		88		91		89		100
Leadership qualities		53		50		73		56		62
Financial need		36		36		9		56		46
Extracurricular activities		43		39		64		67		54
Imposition of a minimum on value of grant		60		60		64		67		54
Median minimum grant per year ⁴	\$500		\$500		\$500		\$500		\$500	
Imposition of a maximum on value of grant		78		76		73		100		92
Median maximum grant awarded ⁵	\$2,000		\$2,000		\$1,000		\$1,500		\$2,000	
Means of financing scholarship fund										
Company-established foundation		33		33		20		—		38
Company's current income		63		53		80		100		54
Other		4		4		—		—		8

¹Scholarship plans for employees' children are equally available to the three groups of employees specified in this study.²Seventy percent of all respondents reported a length of service requirement of 1 to 2 years.³Responses were too few to determine a reliable median, but maximum annual salaries ranged from \$25,000 to \$80,000.⁴Responses ranged from \$100 to \$2,500 per year.⁵Responses ranged from \$100 to \$5,000 per year.

Table 17: Employee Discounts

Practice	Number of Respondents by Industry and Employee Group																										
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance				
	Nonexempt						Nonexempt						Nonexempt						Nonexempt		Lower level		Nonexempt		Lower level		
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100	
Company products are made available to employees at a discount		49		47		47		52		52		52		28		28		28		44		43		42		40	
Company store is available for employees		23		16		16		24		24		24		13		13		13		2		2		8		8	
Company arranges discount service¹		30		29		29		29		29		30		40		40		40		21		20		40		40	

¹An arrangement is made with retailers or wholesalers in the community for employees to be able to buy certain products (company and/or noncompany) at a discount.

IV. Special Services and Conveniences

Table 18: Child-Care Assistance

Practice	Number of Respondents by Industry and Employee Group																										
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance				
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt				
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		
No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	374	100	543	100	543	100	341	100	341	100	341	100	33	100	33	100	33	100	110	100	110	100	59	100	59	100	
Respondents providing child-care assistance	18	5	27	5	27	5	17	5	18	5	17	5	1	3	1	3	1	3	4	4	4	4	4	7	5	8	
For respondents with such assistance	18	100	27	100	27	100	17	100	18	100	17	100	1	100	1	100	1	100	4	100	4	100	4	100	5	100	
Type of assistance provided																											
Individual counseling		50		52		52		47		44		47		100		100		100		75		75		50		40	
Referral to child-care facility in the community																											
Employee pays full cost		61		59		59		59		56		59		100		100		100		50		50		75		60	
Company pays full cost		—		4		4		—		—		—		—		—		—		—		—		25		20	
Employee and company share cost		11		7		7		12		11		12		—		—		—		—		—		—		—	
Company maintains current list of facilities in the community		39		30		30		41		39		41		—		—		—		25		25		—		—	
Placement in company-operated facility ¹		11		7		7		12		11		12		—		—		—		—		—		—		—	

¹Employee pays a fee.

Table 19: Commutation Assistance

Practice							Number of Respondents by Industry and Employee Group																									
							Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
							Nonexempt			Lower level Exempt			Nonexempt			Lower level Exempt			Nonexempt			Lower level Exempt			Nonexempt		Lower level Exempt		Nonexempt		Lower level Exempt	
							Production or Operations	Office and Clerical					Production	Office and Clerical					Operations	Office and Clerical						Office and Clerical					Office and Clerical	
							No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%		
Total Respondents							354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Respondents with programs							67	19	107	20	115	21	63	19	71	22	76	23	4	15	6	23	7	27	11	8	12	9	19	34	20	36
For respondents with programs:							67	100	107	100	115	100	63	100	71	100	76	100	4	100	6	100	7	100	11	100	12	100	19	100	20	100
Features of program																																
Assistance in organizing car pools								78		78		72		78		76		72		75		67		57		45		50		95		90
Van pooling provided								21		29		28		22		32		30		—		—		—		18		17		32		35
Efforts made to obtain convenient city bus schedules								16		22		22		17		17		16		—		—		—		27		33		47		45
Free shuttle service provided from a central location								12		10		10		13		11		11		—		—		—		9		8		11		10
Public transportation subsidized to some degree								9		23		23		8		10		9		25		33		29		55		58		53		50
Other								4		5		6		5		6		8		—		—		—		—		—		5		5

Table 20: Employee Parking

Practice	Number of Respondents by Industry and Employee Group																										
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance				
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt				
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100	
Parking facilities provided for employees who drive to work		85		73		78		85		85		91		85		69		81		47		48		66		71	

Table 21: Food Service

Practice	Number of Respondents by Industry and Employee Group																										
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance				
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt				
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Total Respondents	374	100	543	100	543	100	341	100	341	100	341	100	33	100	33	100	33	100	110	100	110	100	59	100	59	100	
Provision of vending machines for candy, soft drinks, coffee, and so forth		90		90		90		91		91		91		82		82		82		93		90		85		85	
Provision of a special lunchroom, not a cafeteria, for employees who bring their lunch		56		52		51		55		50		50		64		70		67		69		66		22		22	
Provision of a mobile food service		15		10		10		16		13		14		6		6		6		4		4		—		—	
Employee cafeteria on the premises	198	53	319	59	317	58	188	55	201	59	201	59	10	30	14	42	13	39	52	47	51	46	52	88	52	88	
For respondents with a cafeteria:	198	100	319	100	317	100	188	100	201	100	201	100	10	100	14	100	13	100	52	100	51	100	52	100	52	100	
Cafeteria is company-operated		28		35		35		29		29		29		10		21		15		50		51		50		50	

Table 22: Company Library

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	323	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Function of company library																										
Leisure reading		6		13		15		6		9		11		15		19		19		11		11		43		45
Technical and reference		31		51		60		30		48		61		38		54		58		46		48		77		86

Table 23: Recreational Programs

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Provision of company-sponsored recreational programs ¹		62		60		59		62		64		64		60		60		58		46		44		69		67
Provision of company-owned recreational facilities on or near the premises		16		15		15		17		18		18		15		15		15		4		4		23		23

¹Such as athletic clubs, glee clubs, hobby groups, excursions and picnics

Table 24: Religious Activity

Practice	Number of Respondents by Industry and Employee Group																										
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance				
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt				
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100	
Respondents providing for religious activity with a chapel on the premises, or by permitting morning prayers at the workplace, or by providing a chaplain on staff		2		2		2		2		2		2		3		3		3		2		2		6		6	

Table 25: Other Special Services

Practice	Number of Respondents by Industry and Employee Group																										
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance				
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt				
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100	
Respondents providing the following special services:																											
Notary public		26		37		35		26		29		29		28		28		28		54		47		48		48	
Postal services		7		11		11		7		11		11		8		8		8		6		6		25		25	
Vacation planning and reservations		3		5		5		3		4		4		5		5		5		3		3		15		15	
Assistance in obtaining passports		4		3		5		5		6		8		—		—		—		*		*		—		—	
Assistance in obtaining various licenses		2		3		3		3		2		3		—		—		—		5		5		4		4	
Facility for paying utility bills		1		5		5		*		*		*		10		10		10		18		15		—		—	
Assistance in preparing personal income tax reports		1		3		3		1		1		2		3		3		3		6		5		6		6	
Assistance in preparing wills		*		5		5		*		*		*		—		—		—		17		17		6		6	

* Less than one percent

WORK RULES

V. Policies Regarding Absence and Lateness

Table 26: Time Keeping

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Method of recording employee time in and out																										
Time clock		75		16		5		79		15		5		25		4		—		26		9		7		2
Employee maintains own record		11		43		41		10		43		40		21		32		50		49		47		34		31
Time sheet signed by employee		5		24		15		4		25		13		21		24		18		24		20		20		15
Department head, supervisor or foreman maintains time record		8		13		20		6		14		22		29		36		27		2		7		29		33
None		*		1		15		*		1		17		—		—		—		—		15		5		12
Other ¹		1		2		4		*		2		4		4		4		5		—		2		5		6

* Less than one percent

¹ Includes the provision of a special timekeeper

Table 27: Absentee Rate

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents:	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Number of reporting respondents	226	100	311	100	261	100	215	100	199	100	169	100	11	100	12	100	11	100	69	100	55	100	31	100	26	100
Absentee rate ¹																										
Under 3%		18		43		62		17		42		64		36		42		36		48		64		42		62
3%—4.9%		38		32		20		38		35		20		27		25		36		19		16		39		23
5%—9.9%		34		18		11		34		18		10		18		25		9		20		13		13		15
10% and over		11		7		6		10		5		6		18		8		18		13		7		6		—
Median rate		4.3%		3.0%		2.0%		4.3%		3.0%		2.0%		3.7%		3.0%		3.3%		3.0%		2.0%		3.0%		2.0%

¹ Respondent's estimated annual absentee rate of total absences, excused and unexcused

Table 28: Absence Without Notice

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt		Lower level		Nonexempt		Lower level	
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Respondents investigating absence without notice	245	69	411	76	393	73	221	67	228	70	217	66	24	92	25	96	23	89	112	86	108	82	46	82	45	80
For respondents with such procedure:	245	100	411	100	393	100	221	100	228	100	217	100	24	100	25	100	23	100	112	100	108	100	46	100	45	100
Number of days of absence leading to investigation																										
1		54		63		66		52		54		59		71		76		80		80		78		65		67
2		15		17		17		15		20		19		19		14		15		9		11		24		25
3		27		18		14		29		23		18		10		10		5		11		11		11		8
over 3		4		2		2		5		3		4		—		—		—		—		—		—		—
Method of investigation																										
Telephone call to employee's home	77		89		90		78		87		89		67		68		65		96		97		89		89	
Home visit by company representative	9		6		5		8		6		6		17		12		9		5		5		—		—	
Letter to employee's home	9		7		6		10		7		7		—		—		—		8		7		4		4	
Telegram to employee's home	9		5		5		10		7		6		4		4		4		3		3		2		2	
Other ¹	5		3		4		4		2		2		21		24		26		*		*		4		4	
Median number of days of absence after which employee is dropped from payroll ²	3		3		3		3		3		3		5		5		5		3		3		3		3	
Reinstatement of employee upon presentation of valid excuse	*		2		2		*		—		—		—		—		—		7		8		2		2	

* Less than one percent

¹Includes questioning employee upon return to work

²Responses ranged from 1 to 30 days.

Table 29: Absenteeism Reduction Programs

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Respondents with programs	237	67	285	53	224	41	224	68	163	50	116	35	13	50	13	50	12	46	72	55	65	50	37	66	31	55
For respondents with programs:	237	100	285	100	224	100	224	100	163	100	116	100	13	100	13	100	12	100	72	100	65	100	37	100	31	100
Program features																										
Disciplinary procedures ¹		95		88		79		95		87		76		100		100		83		89		78		89		90
Deduction of lost time from wages		68		73		56		68		66		45		77		77		50		86		72		76		65
Referral to an employee counselor		26		25		23		26		30		28		15		15		17		18		17		16		19
Incentive programs offering rewards ²		16		19		13		17		15		10		8		8		8		28		20		27		10
Perfect attendance certificate awards		17		12		8		18		15		12		—		—		—		7		3		8		3
Posting of individual attendance records		14		12		8		13		11		5		23		23		25		15		14		3		—
Posting departmental attendance records		9		8		6		9		8		5		8		8		8		8		8		11		3
Attendance and/or punctuality contests		3		1		—		4		2		—		—		—		—		—		—		—		—
Other		2		4		4		2		3		3		8		8		8		1		2		8		10

¹Such as a system of oral and written warnings leading to discharge

²Such as cash awards, additional vacation days, unused sick pay reimbursement, preferred parking spaces, and invitations to special luncheons or dinners

Table 30: Lateness Policy

Practice	Number of Respondents by Industry and Employee Group																												
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance						
	Nonexempt			Lower level Exempt			Nonexempt			Lower level Exempt			Nonexempt			Lower level Exempt			Nonexempt		Lower level Exempt		Nonexempt		Lower level Exempt				
	Production or Operations		Office and Clerical					Production		Office and Clerical			Operations		Office and Clerical			Office and Clerical				Office and Clerical				Office and Clerical			
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100	56	100	
Number of minutes after starting time constituting lateness ¹																													
5 and under		45		36		27		45		37		27		38		38		27		31		23		45		36		36	
6-10		29		22		11		30		24		10		12		12		4		21		15		12		9		9	
Over 10		7		16		11		7		10		7		12		12		4		24		19		27		20		20	
Unspecified ²		19		27		51		17		29		55		38		38		65		24		44		16		36		36	
Reasons accepted for excused lateness																													
Weather difficulties		40		40		30		41		38		29		35		38		27		43		31		46		37		37	
Illness of employee		37		35		26		37		34		25		27		31		23		39		28		36		39		39	
Illness in the family		26		29		21		26		27		18		19		23		19		39		28		21		18		18	
Any reasonable excuse, if not used too many times		64		64		49		63		62		47		73		77		54		70		53		59		48		48	
Imposition of discipline for lateness	306	86	408	75	302	56	283	86	247	75	181	55	22	85	23	89	15	58	95	73	71	54	43	77	35	13	13	13	
For respondents imposing such discipline:	306	100	408	100	302	100	283	100	247	100	181	100	22	100	23	100	15	100	95	100	71	100	43	100	35	100	35	100	
Features of lateness discipline ³																													
Warning or reprimand		63		69		64		63		65		55		68		78		80		75		79		72		71		71	
Docking wages for time lost		65		43		14		67		44		10		50		48		13		37		20		49		26		26	
Discharge, if repeatedly late		23		22		22		24		21		23		14		13		13		26		24		21		20		20	
Affects merit rating		3		14		34		3		16		42		5		4		20		14		23		9		20		20	

¹Responses ranged from 1 to 30 minutes for production and operations workers, and 1 to 60 minutes for office, clerical and lower level exempt personnel.

²Includes respondents that have no formal lateness policy

³A typical step pattern consists of: (a) a warning, (b) wages docked for lost time, and (c) discharge.

VI. Time Off during Working Hours

Table 31: Lunch Period

Practice			Number of Respondents by Industry and Employee Group																										
			Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance				
			Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt				
			Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		
			No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Total Respondents			354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100	
Lunchtime is a formal, company-designated period				87		86		82		87		89		83		89		92		92		76		73		91		91	
Number of reporting respondents			316	100	512	100	495	100	291	100	307	100	292	100	25	100	26	100	26	100	125	100	123	100	54	100	54	100	
Number of minutes allowed ¹																													
20				6		—		*		7		—		*		—		—		—		—		—		—		—	
30				71		26		25		73		34		34		48		19		15		11		10		20		20	
45				8		25		23		8		21		18		8		8		12		28		24		50		50	
60				11		44		47		9		41		43		44		65		65		59		65		19		19	
Other				3		5		5		3		5		5		—		8		8		2		2		11		11	

* Less than one percent

¹Whether the time for lunch is company designated or the employee's choice, responses as to the duration of this period ranged from 15 to 60 minutes for production or operations workers, and 15 to 90 minutes for office, clerical and lower level exempt personnel.

Table 32: Paid Rest Periods

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations	Office and Clerical	Lower level Exempt				Production	Office and Clerical	Lower level Exempt				Operations	Office and Clerical	Lower level Exempt				Office and Clerical	Lower level Exempt			Office and Clerical	Lower level Exempt		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Respondents providing paid rest periods	276	78	384	71	325	60	259	79	217	66	167	51	17	65	19	73	17	65	115	88	109	83	33	59	32	57
For respondents providing such rest periods:	276	100	384	100	325	100	259	100	217	100	167	100	17	100	19	100	17	100	115	100	109	100	33	100	32	100
Number of rest periods per day																										
1		11		15		17		11		6		7		6		6		6		26		26		34		34
2		87		85		83		87		93		92		94		94		94		74		74		63		63
3 and 4		2		*		*		2		*		*		—		—		—		—		—		3		3
Number of minutes per rest period ¹																										
10		50		28		26		53		44		44		6		—		—		10		8		12		13
15		42		66		66		39		51		52		94		100		100		81		81		85		88
Other		7		6		6		8		5		5		—		—		—		9		10		3		—

* Less than one percent

¹Responses ranged from 5 to 20 minutes.

Table 33: Early Closing in Hot Weather Emergencies

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Respondents with work areas that are not air-conditioned	219	62	21	4	59	11	199	61	16	5	51	16	20	77	1	4	5	19	3	2	2	2	1	2	1	2
For respondents with such situation: Plant or office may sometimes close early because of excessive heat or humidity	219	100	21	100	59	100	199	100	16	100	51	100	20	100	1	100	5	100	3	100	2	100	1	100	1	100
For respondents with such closings: Employees are paid for this time off	44	20	10	48	16	27	44	22	9	56	15	29	—	—	—	—	—	—	—	—	—	—	1	100	1	100
	44	100	10	100	16	100	44	100	9	100	15	100	—	—	—	—	—	—	—	—	—	—	1	100	1	100
		21		50		56		21		44		53		—		—		—		—				100		100

Table 34: Early Quitting Time in Transportation Emergencies

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Employees are allowed to go home early when road conditions are hazardous or commuter lines fail	275	78	482	89	469	87	261	80	294	90	285	87	14	54	20	77	19	73	113	86	110	84	55	98	55	98
For respondents with such allowance: Employees are paid for this time off	275	100	482	100	469	100	261	100	294	100	285	100	14	100	20	100	19	100	113	100	110	100	55	100	55	100
		40		78		86		39		72		85		71		90		89		88		89		85		85

VII. Required Physical Examinations

Table 35: Preemployment Physical Examinations

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	374	100	543	100	543	100	341	100	341	100	341	100	33	100	33	100	33	100	110	100	110	100	59	100	59	100
Respondents requiring preemployment examinations	309	83	341	63	343	63	279	82	263	77	262	77	30	91	28	85	28	85	20	18	20	18	30	51	33	56
For respondents with such requirement:	309	100	341	100	343	100	279	100	263	100	262	100	30	100	28	100	28	100	20	100	20	100	30	100	33	100
New hires who must fulfill requirement																										
All		87		84		85		86		88		89		93		96		96		60		60		60		58
Only specific groups, such as:																										
Those in hazardous occupations		8		a		5		8		a		6		7		a		4		a		a		a		a
Those who might be exposed to a potentially toxic substance		6		2		3		7		3		3		—		—		—		—		—		—		—
Food handlers		3		a		2		3		a		2		a		a		a		a		a		a		a
Handicapped workers		2		1		*		2		1		*		—		—		—		5		5		—		—
Older workers		*		2		2		*		*		*		—		—		—		10		10		3		3
Vehicle drivers		5		4		4		6		3		3		—		—		—		15		5		13		12
Those with poor health records		6		7		7		6		5		5		—		—		—		20		20		27		24
Other		*		1		2		*		*		*		—		—		—		5		10		7		15

* Less than one percent

a Not applicable

Table 36: Periodic Physical Examinations

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	374	100	543	100	543	100	341	100	341	100	341	100	33	100	33	100	33	100	110	100	110	100	59	100	59	100
Respondents requiring periodic physical examinations	168	45	138	25	159	29	155	45	102	30	121	35	13	39	9	27	10	30	13	12	14	13	14	24	14	24
For respondents with such requirement:	168	100	138	100	159	100	155	100	102	100	121	100	13	100	9	100	10	100	13	100	14	100	14	100	14	100
Employees who must fulfill requirement																										
All		7		11		19		8		11		19		—		—		20		15		14		14		21
Only specific groups, such as:																										
Those in hazardous occupations		49		a		33		52		a		42		15		a		20		a		a		a		a
Those exposed to a potentially toxic substance		56		35		37		57		42		45		46		44		40		—		—		7		7
Food handlers		17		a		11		19		a		14		a		a		a		a		a		a		a
Handicapped workers		2		2		4		2		2		4		8		11		10		—		—		—		—
Older workers		4		9		9		5		7		6		—		—		—		15		14		21		36
Vehicle drivers		43		29		24		43		33		26		54		22		30		15		7		14		14
Those with poor health records		9		10		8		8		11		8		23		33		30		—		—		—		—
Other		2		2		2		1		2		2		8		11		10		—		—		—		—
Frequency of required examinations																										
Annually		49		45		47		47		41		42		73		60		71		56		67		55		54
Semiannually		4		4		5		4		5		7		—		—		—		—		—		—		—
Varies with age and job		34		33		32		35		33		33		18		20		14		33		17		45		46
Depends on the health of worker		5		10		8		5		11		9		9		20		14		—		—		—		—
Other		8		9		8		8		10		8		—		—		—		11		17		—		—

aNot applicable

Table 37: Physical Examinations after Illness

Practice	Number of Respondents by Industry and Employee Group																										
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance				
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt				
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		
No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	374	100	543	100	543	100	341	100	341	100	341	100	33	100	33	100	33	100	110	100	110	100	59	100	59	100	
Respondents requiring physical examinations after illness	179	48	195	36	194	36	164	48	145	43	144	42	15	45	15	45	15	45	24	22	24	22	11	19	11	19	
For respondents with such requirement:	179	100	195	100	194	100	164	100	145	100	144	100	15	100	15	100	15	100	24	100	24	100	11	100	11	100	
Median number of weeks of absence due to illness for requirement to be imposed ¹	2		2		2		2		2		1		**		**		**		2		2		2		2		
Employees who must fulfill requirement																											
All	70		70		70		73		74		73		40		40		40		58		58		91		91		
Only specific groups, such as:																											
Those in hazardous occupations	4		a		2		5		a		3		—		a		—		a		a		a		a		
Those exposed to a potentially toxic substance	4		2		2		4		3		3		—		—		—		—		—		—		—		
Those with poor health records	8		7		7		7		7		6		20		20		20		4		4		—		—		
Other ²	12		12		12		12		10		10		20		20		20		21		21		9		9		

**Insufficient response

¹Responses ranged from 1 to 24 weeks.²Includes food handlers, handicapped employees, older employees, and vehicle drivers³Not applicable

Table 38: Physical Examinations at Termination

Practice	Total Number of Respondents by Employee Group					
	Nonexempt				Lower level Exempt	
	Production or Operations		Office and Clerical			
	No.	%	No.	%	No.	%
Total Respondents ¹	374	100	543	100	543	100
Respondents requiring physical examinations at termination	14	4	17	3	17	3
For respondents with such requirement:	14	100	17	100	17	100
Type of termination involved						
Retirement		79		82		82
Discharge		57		47		53
Long-term layoff		57		41		47
Resignation		50		41		47
Leave of absence		36		35		35
Employees who must fulfill requirement						
All		50		41		47
Only specific groups, such as:						
Those in hazardous occupations		29		a		24
Those exposed to a potentially toxic substance		29		18		24
Those discharged for physical incapacity		7		—		6
Other		14		24		24

¹Response was insufficient for presentation by industry. Results, as shown, reflect the practice in manufacturing, for the most part.

^aNot applicable

VIII. Disciplinary Actions

Table 39: Employee Theft

Practice ¹	Number of Respondents by Industry and Employee Group																										
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance				
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt				
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Total Respondents	348	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100	
Steps taken to minimize theft																											
Maintain tight inventory controls		61		43		43		59		45		45		78		68		70		32 ^a		30 ^a		39		39	
Maintain guards at all exits		48		34		34		51		43		43		25		25		25		16		15		35		35	
Require passes for packages taken from premises		49		29		30		53		45		45		15		13		13		6		6		10		10	
Allow employees to borrow tools and materials for use at home		27		18		19		27		26		27		30		30		30		2		2		4		4	
Inspect packages and briefcases taken from the premises		23		12		12		25		18		18		10		8		10		2		2		2		2	
Search all employees leaving premises		8		3		3		8		5		4		8		3		3		—		—		2		2	
Electric scan at all exits		2		2		2		2		2		2		—		—		—		2		2		2		2	
Inspect all autos leaving premises		4		2		2		5		3		3		—		—		—		—		—		—		—	
Respondents for whom employee theft presents a serious problem		30		13		13		29		17		17		33		18		20		6		5		6		6	

¹Policy regarding employee theft of tools, equipment, materials or company products

^aEight percent of the responding banks indicated a special concern for safeguarding money. Measures taken to minimize theft in banks include regular internal audits, teller rotation, and daily cash-box checking.

Table 40: Charge for Loss or Breakage of Tools and Equipment

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Respondents that charge for loss of company tools or equipment	49	14	31	6	32	6	43	14	26	8	27	9	6	15	5	13	5	13	—	—	—	—	—	—	—	—
For respondents charging for such loss:	49	100	31	100	32	100	43	100	26	100	27	100	6	100	5	100	5	100	—	—	—	—	—	—	—	—
Basis for charge																										
Replacement cost ¹		59		48		56		55		43		53		**		**		**								
Original cost ²		23		20		16		24		19		14		**		**		**								
Varies with value and age of lost article		18		32		28		21		38		33		**		**		**								
Respondents that charge for breakage of company tools or equipment ³	13	4	11	2	11	2	11	4	9	3	9	3	2	5	2	5	2	5	—	—	—	—	—	—	—	—

²**Insufficient response

¹The majority of reported charges were 100 percent of replacement costs.

²All reported charges were 100 percent of original costs.

³Responses were insufficient for further breakdown.

Table 41: Disciplinary Action on Safety Rules

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt		Lower level		Nonexempt		Lower level	
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Respondents that take disciplinary action on safety rules ¹	287	83	208	40	211	40	256	84	169	55	170	56	31	78	22	55	26	65	13	10	11	9	4	8	4	8
For respondents with such discipline:	287	100	208	100	211	100	256	100	169	100	170	100	31	100	22	100	26	100	13	100	11	100	4	100	4	100
Action taken																										
Immediate discharge		1		*		2		1		1		2		—		—		4		—		—		—		—
One warning, then discharge		8		6		7		8		5		6		10		9		8		9		10		25		25
Two warnings, then discharge		41		37		36		42		37		35		32		32		31		55		50		50		50
Three to four warnings, then discharge		5		5		5		6		6		6		—		—		—		—		—		—		—
Progressive disciplinary system ²		15		16		17		14		17		16		26		27		31		—		—		—		—
Varies with each situation		24		30		29		24		31		31		23		32		27		—		—		25		25
Other		5		5		5		4		4		4		10		—		—		36		40		—		—

* Less than one percent

¹That is, disciplinary action beyond an informal reprimand for minor infractions of safety rules

²A typical pattern entails four steps: oral warning, written warning, suspension and then discharge.

IX. Advance Notice Policies

Table 42: Advance Notice Given at Layoff

Practice	Number of Respondents by Industry and Employee Group																										
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance				
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt				
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Total Respondents	354	100	541	100	541	100	326	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100	
Number of reporting respondents	263	100	305	100	283	100	246	100	231	100	215	100	15	100	15	100	10	100	40	100	39	100	19	100	19	100	
Number of days advance notice given																											
Median		5 ^a		10 ^b		10 ^b		5		7		10		10		10		10		10		10		14		14	
Most frequently mentioned ¹																											
None			16			17			17		19		19						18		18						
5			21						22		17																
7														20													
10						26					23		22		47		47		50		30		28		32		32
14						16								20		33		30		28		28		21		16	
30																								16		21	

¹Numbers listed were cited by 15 percent or more of the reporting respondents.

^aResponses ranged from 0 to 30 days.

^bResponses ranged from 0 to 90 days.

Table 43: Advance Notice Given at Termination

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Number of reporting respondents	244	100	361	100	344	100	231	100	235	100	228	100	13	100	14	100	9	100	77	100	72	100	35	100	35	100
Number of days advance notice given if employees are discharged for reasons beyond their control ¹																										
Median	5 ^a		10 ^a		10 ^a		5		10		10		10		10		14		14		14		14		17	
Most frequently mentioned ^a																										
5		22						23																		
10		20		32		28		19		31		26		46		43		44		35		32		34		29
14				20		18				16		15		23		36		33		27		25		20		
30						17													17		18		20		29	
Number of reporting respondents	302	100	457	100	444	100	283	100	280	100	273	100	19	100	20	100	20	100	107	100	101	100	50	100	50	100
Number of days advance notice given if employees are discharged for cause																										
Most frequently mentioned																										
None		81 ^b		80 ^c		79 ^d		81		81		79		84		85		85		75		75		86		84
1		9		9		9		8		8		8		16		15		15		14		14		4		2

¹Such as business contractions or jobs being phased out

²Numbers listed were cited by 15 percent or more of the reporting respondents.

^aResponses ranged from 0 to over 30 days.

^bResponses ranged from 0 to 14 days.

^cResponses ranged from 0 to 30 days.

^dResponses ranged from 0 to 40 days.

Table 44: Advance Notice Required at Resignation

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Number of reporting respondents	326	100	521	100	515	100	302	100	312	100	311	100	24	100	25	100	25	100	129	100	124	100	55	100	55	100
Number of days advance notice required																										
Median		10 ^a		10 ^a		10 ^a		10		10		10		10		14		14		10		10		10		10
Most frequently mentioned ¹																										
5		19						21																		
10		35		54		52		34		52		50		42		40		40		56		54		65		62
14		24		34		32		23		30		28		46		48		44		43		41		27		24

¹Numbers listed were cited by 15 percent or more of the reporting respondents.

^aResponses ranged from 0 to 30 days.

X. Traveling on Company Business

Table 45: Traveling on Company Business by Automobile

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Respondents providing automobiles	121	35	220	42	309	59	85	28	99	32	166	54	36	90	33	83	37	93	57	45	69	54	31	60	37	71
For respondents providing automobiles:	121	100	220	100	309	100	85	100	99	100	166	100	36	100	33	100	37	100	57	100	69	100	31	100	37	100
Ownership of automobiles:																										
Company-owned		62		67		63		51		53		49		89		91		89		77		78		71		73
Leased		45		40		47		54		56		61		22		18		22		26		28		42		46
Charge-back to employee for personal use of company automobile		29		33		40		29		30		43		28		30		27		33		35		45		46
Median rate of charge-back:																										
Cents per mile ¹		15¢		13¢		10¢		15¢		15¢		9¢		9¢		9¢		9¢		17¢		17¢		8¢		8¢
Dollars per month ²		\$20		\$25		\$35		**		\$25		\$35		**		**		**		**		\$45		**		**
Respondents granting auto allowances to employees using personal automobiles	283	82	484	92	503	96	246	80	277	91	299	98	37	93	38	95	39	98	120	95	115	91	49	94	50	96
For respondents granting auto allowances:	283	100	484	100	503	100	246	100	277	100	299	100	37	100	38	100	39	100	120	100	115	100	49	100	50	100
Basis for allowance																										
Flat mileage allowance ³		93		93		93		96		96		95		69		64		65		100		100		82		85
Graduated mileage allowance ⁴		5		5		5		3		3		4		22		27		26		—		—		13		10
Other		2		2		1		1		1		1		9		9		9		—		—		5		5

**Insufficient response

¹Responses ranged from 4¢ to 30¢ per mile.

²Responses ranged from \$5 to \$80 per month.

³The median rate reported by all respondents using a flat mileage allowance was 17¢ per mile in a range of 10¢ to 25¢.

⁴The following is a typical scheme for a graduated mileage allowance reported by all respondents granting such allowance: 17¢ per mile for the first 900 miles, 13¢ per mile for the next 500 miles, and 12¢ per mile for over 1,400 miles.

Table 46: Traveling on Company Business Using Commercial Airlines

Practice	Number of Respondents by Industry and Employee Group																										
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance				
	Nonexempt						Nonexempt						Nonexempt						Nonexempt		Lower level		Nonexempt		Lower level		
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100	
Class of fare provided																											
First class		1		3		4		2		2		3		—		—		—		6		7		—		2	
Economy		84		81		80		85		84		83		81		81		80		76		76		78		74	
Depends on length of trip		14		16		16		13		14		14		19		19		20		18		17		22		24	
Respondents restricting numbers of employees traveling on same aircraft		13		11		14		13		14		18		13		13		13		3		3		12		15	
Median number of employees allowed to travel on same aircraft ¹		3		3		3		3		3		3		**		**		**		**		**		**		**	

**Insufficient response

¹Responses ranged from 2 to 20 employees.

XI. Other Work Rules

Table 47: Employee Waiver of Patent Rights to Inventions

Practice	Total Number of Respondents by Employee Group					
	Nonexempt					
	Production or Operations		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%
Total Respondents ¹	341	100	341	100	341	100
Provision of special payment or award per employee-inventor who waives patent rights:						
When patent is applied for						
Median award	\$100		\$100		\$100	
Range of awards	\$1-\$300		\$1-\$300		\$1-\$300	
When patent is granted ²						
Median award	\$100		\$100		\$100	
Range of awards	\$25-\$1,000		\$25-\$500		\$25-\$800	
Provision of special payment or award per employee-inventor who submits industrial property rights to ideas ³	4		5		5	
Requirement of employee patent agreements, when hired, to assign patent rights on their future inventions to company	141	41	167	49	228	67
For respondents with such requirement:	141	100	167	100	228	100
Inventions covered by agreement						
All conceived during term of employment	71		70		66	
Only those conceived on the job	29		30		34	

¹The question of employee patent rights involves only manufacturers.

²Responses regarding awards per employee-inventor when patent proves to be a valuable asset to the company were insufficient for presentation here.

³These ideas are then held by the company as technological trade secrets. Responses regarding awards per employee-inventor when the idea is first submitted, or when it proves to be a valuable asset to the company, were insufficient for presentation here.

Table 48: Long Service Awards

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents with programs	226	79	425	81	420	80	229	78	240	82	240	82	37	90	38	93	38	93	101	75	97	72	46	85	45	83
Median number of years of service after which company begins to grant an award	5		5		5		5		5		5		5		5		5		5		5		5		5	

Table 49: Moonlighting

Practice ¹	Number of Respondents by Industry and Employee Group																										
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance				
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt				
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100	
Company considers moonlighting to be a problem		4		1		1		4		2		2		4		—		—		*		2		—		—	
Company discourages moonlighting		37		40		43		37		38		40		35		35		35		50		58		27		32	

*Less than one percent

¹Outside employment after regular working hours

Table 50: Loss of Seniority after Layoff

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	354	100	541	100	541	100	328	100	328	100	328	100	26	100	26	100	26	100	131	100	131	100	56	100	56	100
Number of reporting respondents	257	100	237	100	207	100	240	100	189	100	168	100	17	100	12	100	6	100	30	100	28	100	6	100	5	100
Number of months after layoff before seniority is lost																										
Median	12 ^a		12 ^b		12 ^b		12		12		12		24		24		**		6		6		**		**	
Most frequently mentioned ¹																										
3																			17							
6																			27		29					
12		44		43		43		45		46		45		29		25			27		29					
24		19						17						47		50										

**Insufficient response

¹Numbers listed were cited by 15 percent or more of the reporting respondents.

^aResponses ranged from immediately after layoff to 66 months.

^bResponses ranged from immediately after layoff to 60 months.

Table 51: Safety Gear

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt		Lower level		Nonexempt		Lower level	
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Respondents requiring employees to wear safety gear	332	96	193	37	255	49	293	96	160	52	213	70	39	98	22	55	33	83	4	3	2	2	7	14	7	14
For respondents with such requirements:	332	100	193	100	255	100	293	100	160	100	213	100	39	100	22	100	33	100	4	100	2	100	7	100	7	100
Items are paid for by:																										
Company only		69		69		72		68		67		70		79		77		82		100		100		71		71
Employee only		*		*		*		*		—		—		3		—		3		—		—		14		14
Company and employee share cost		30		31		27		31		33		30		18		23		15		—		—		14		14

*Less than one percent

Table 52: Incoming Personal Phone Calls

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents permitting employees to receive incoming personal phone calls at work	293	87	507	97	503	96	256	87	284	97	284	97	37	90	39	95	39	95	131	98	128	96	53	98	52	96
For respondents permitting such calls:	293	100	507	100	503	100	256	100	284	100	284	100	37	100	39	100	39	100	131	100	128	100	53	100	52	100
Rules governing incoming personal calls																										
Calls may be received at all times		29		72		76		24		69		75		68		77		80		76		75		72		77
Only emergency calls may be received		54		21		17		58		22		15		22		10		8		21		21		26		23
A pay telephone booth is provided for employees' incoming calls		9		2		2		9		3		3		3		3		3		*		—		2		2
All calls are relayed through another person or department,* namely:																										
Personnel department		29		7		6		34		12		9		—		—		—		*		*		4		2
Foreman or supervisor		20		6		5		22		7		6		5		3		3		2		2		11		10
Factory office		7		*		*		8		1		*		—		—		—		—		—		—		—

*Less than one percent

*Other than the switchboard or a centrex system

Table 53: Outgoing Personal Phone Calls

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt		Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents permitting employees to make outgoing personal phone calls at work	295	88	490	94	488	93	256	87	270	92	272	93	39	95	40	98	40	98	129	96	126	94	51	94	50	93
For respondents permitting such calls:	295	100	490	100	488	100	256	100	270	100	272	100	39	100	40	100	40	100	129	100	126	100	51	100	50	100
Rules governing outgoing personal calls																										
Calls may be made at all times		22		43		48		18		43		50		44		45		53		43		45		41		46
Calls may be made only in emergencies		44		32		28		46		32		26		31		28		18		35		34		29		28
Company phone may be used without charge to nontoll numbers only		41		64		66		38		62		63		59		60		60		71		71		63		70
Employees are charged for all outgoing personal calls on company phone		3		6		6		2		4		5		5		5		8		6		6		12		12
Pay telephones are provided for employees' use		60		31		29		66		36		32		26		25		23		16		16		53		48

Table 54: Personal Mail

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt			Lower level Exempt			Nonexempt			Lower level Exempt			Nonexempt			Lower level Exempt			Nonexempt		Lower level Exempt		Nonexempt		Lower level Exempt	
	Production or Operations	Office and Clerical					Production	Office and Clerical					Operations	Office and Clerical					Office and Clerical					Office and Clerical		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	335	100	523	100	523	100	294	100	294	100	294	100	41	100	41	100	41	100	134	100	134	100	54	100	54	100
Respondents permitting employees to receive personal mail at work	192	57	345	66	355	68	162	55	188	64	202	69	30	73	31	76	31	76	90	67	87	65	36	67	35	65
For respondents giving such permission:	192	100	345	100	355	100	162	100	188	100	202	100	30	100	31	100	31	100	90	100	87	100	36	100	35	100
How mail is handled																										
All incoming mail is opened		1		2		2		1		*		*		—		—		—		2		2		8		6
Only mail marked "personal" is delivered unopened		35		39		39		36		40		39		32		31		31		38		37		50		51
Mail that appears to be personal, marked or otherwise, is delivered unopened		64		59		59		63		60		60		68		69		69		60		61		42		43
Steps taken to discourage the receiving of personal mail																										
None		58		67		68		56		66		67		73		74		74		68		68		64		66
Talk to employees receiving personal mail		30		20		19		33		23		23		13		13		13		18		16		14		14
Statement in employee handbook		7		10		9		8		7		5		3		3		3		12		13		25		23
Bulletin-board notices posted		2		1		1		2		2		2		—		—		—		1		1		—		—
Memo distributed from time to time		5		5		5		6		5		6		—		—		—		7		7		—		—

*Less than one percent

Table 55: Charity Solicitations

Practice	Number of Respondents by Industry and Employee Group																									
	Total Respondents						Manufacturing						Gas & Electric Utilities						Banking				Insurance			
	Nonexempt						Nonexempt						Nonexempt						Nonexempt				Nonexempt			
	Production or Operations		Office and Clerical		Lower level Exempt		Production		Office and Clerical		Lower level Exempt		Operations		Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt		Nonexempt Office and Clerical		Lower level Exempt	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Respondents	346	100	525	100	525	100	306	100	306	100	306	100	40	100	40	100	40	100	127	100	127	100	52	100	52	100
Respondents permitting employees to solicit funds for charity during working hours		10		10		11		9		10		10		15		18		20		9		9		12		10
Respondents conducting solicitations among employees to be donated in an aggregate amount	278	80	441	84	434	83	241	79	245	80	246	80	37	93	36	90	36	90	115	91	108	85	45	87	44	85
For respondents conducting such solicitation:	278	100	441	100	434	100	241	100	245	100	246	100	37	100	36	100	36	100	115	100	108	100	45	100	44	100
Employee contribution may be made:																										
All at once in cash or by check		76		77		77		74		74		74		89		89		89		80		80		76		77
Through payroll deductions		95		95		95		95		95		95		97		97		97		94		94		98		98
By working a nonscheduled day and donating the pay		2		2		2		2		2		2		3		3		3		*		*		—		—
Company also contributes to fund		87		87		87		87		85		85		92		94		94		86		85		93		93

* Less than one percent



information bulletin

Subject Guide to Personnel Practices Surveys:

- I Recruitment, Placement, Training, Communication*
- II Hours of Work, Pay Practices, Relocation*
- III Employee Services, Work Rules*

This index is a detailed subject guide to the following Conference Board publications:

Personnel Practices I: Recruitment, Placement, Training, Communication. Information Bulletin No. 89, 1981.

Personnel Practices II: Hours of Work, Pay Practices, Relocation. Information Bulletin No. 92, 1981.

Personnel Practices III: Employee Services, Work Rules. Information Bulletin No. 95, 1981.

In the body of the index, following the tables of contents, the numbers to the right of the subject listing correspond to the particular report by the Roman numerals I, II, or III, and the tables in that report are identified by Arabic numerals. For instance, III-9 refers to Table 9 in Personnel Practices III. The subject listing may refer to a general table heading or to a specific detail in a table. The tables of contents, which are reprinted here for convenience, indicate the general table headings in each Information Bulletin. A brief description of the survey sample is also provided.

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Personnel Practices I: Recruitment, Placement, Training, Communication

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ABOUT THE SURVEY SAMPLE

In the last quarter of 1979, a list of over 6,000 companies in five major industries—manufacturing, gas and electric utilities, retail trade, banking and insurance—was divided at random to provide four sample groups, each composed of the same industrial mix. Similarly, an extremely lengthy list of questions was divided into four questionnaires. A different questionnaire was sent to each group. The responses, which ranged from 500 to 600 per questionnaire—2,248 in all—are the basis for this report.¹ Each Information Bulletin contains a fuller description of the survey groups involved.

Information about the prevalence of personnel practices, employee services and work rules was elicited for three employee classes:

- (1) Nonexempt nonoffice personnel, consisting of production, maintenance, warehousing and materials-handling workers in manufacturing; power plant, transmission and maintenance people in gas and electric utilities; and store personnel only—such as sales clerks, order clerks, stock clerks, check-out and wrapping clerks, and cashiers—in retail trade. This category was not applicable to banking and insurance companies.
- (2) Nonexempt office personnel in clerical and technical jobs.
- (3) Lower level exempt personnel in professional and technical positions, including first-line supervisors, floor managers, sales managers, and project managers.

¹The response rate for the retail trade group was considered too low for presentation in this report. Figures, such as they are, will be made available upon request.

Respondents were instructed to report practices at the locations affecting the largest number of each employee class, if they were multilocation employers.

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